

MEETING

POLICY AND RESOURCES COMMITTEE

DATE AND TIME

TUESDAY 13TH DECEMBER, 2022

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

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

Chairman: Councillor Barry Rawlings

Vice Chairman: Councillor Ross Houston

Councillors

Daniel Thomas

Arjun Mittra

Sara Conway

Richard Cornelius

Sarah Wardle

Edith David

Anne Clarke

Alex Prager

Emma Whysall

Nigel Young

Substitute Members

David Longstaff

Val Duschinsky

Pauline Coakley Webb

Paul Edwards

Caroline Stock

Alan Schneiderman

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions 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 8 December at 10AM. Requests must be submitted to Salar Rida at salar.rida@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: Salar Rida salar.rida@barnet.gov.uk

Media Relations Contact: Tristan Garrick 020 8359 2454

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 Other interests (If any)	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
6.	Members' Items (if any)	
7.	Chief Finance Officer Report Forecast Financial Outturn at Month 7 (October 22)	11 - 36
8.	Business Planning 2023-2027 and in-year Financial Management 2022/23	37 - 100
9.	Q2 2022/23 Contracts Performance Report	101 - 114
10.	Progress on Development of the Council's Priorities	115 - 124
11.	Equalities Report December 2022	125 - 150
12.	Capital Projects	151 - 166
13.	Procurement of Electric Vehicle Charge Points	167 - 176
14.	Annual Review of the Local List of Buildings of Architectural or Historic merit, including responses to a consultation exercise with owners and other interested parties	177 - 212
15.	Committee Forward Work Programme	213 - 216
16.	Any other item(s) the Chairman decides are urgent	

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Decisions of the Policy and Resources Committee

29 September 2022

Members Present:-

AGENDA ITEM 1

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

Councillor Daniel Thomas
Councillor Arjun Mittra
Councillor Sara Conway
Councillor Richard Cornelius
Councillor Edith David

Councillor Anne Clarke
Councillor Alex Prager
Councillor Emma Whysall
Councillor Nigel Young
Councillor David Longstaff (Substitute
for Councillor Sarah Wardle)

Apologies for Absence

Councillor Sarah Wardle

1. MINUTES OF LAST MEETING

RESOLVED that the minutes of the meeting held on 19 July 2022 be agreed as a correct record.

2. ABSENCE OF MEMBERS

Apologies were received from Councillor Sarah Wardle who was substituted by Councillor David Longstaff.

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

None.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

None.

6. MEMBERS' ITEMS (IF ANY)

None.

7. PROGRESS ON THE IMPLEMENTATION OF ADMINISTRATION PRIORITIES

The Chair introduced the report which provided an update on progress against the council's key priorities since May. The council has made good progress on a range of

priorities, from proposals for the council tax rebate and local planning changes, to additional funding of street cleansing and piloting ward walks. The report also sets out the proposed approach for the new Corporate Plan.

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

The vote was recorded as follows:

For: 8

Against: 4

Abstentions: 0

Absent: 0

Total: 12

RESOLVED That the Committee:

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

8. CHIEF FINANCE OFFICER REPORT -FORECAST FINANCIAL OUTTURN AT MONTH 4 (JULY 2022)

The Assistant Director of Finance, Ashley Hughes, introduced the report which contained a summary of the Council's revenue and capital forecast outturn for the financial year 2022-23 as at Month 4 (31 July 2022). The report also contained information on the level of debt and the top 10 debtors as at 31 July 2022 as well as the mid-year treasury and liquidity update.

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

The vote was recorded as follows:

For: 12

Against: 0

Abstentions: 0

Absent: 0

Total: 12

RESOLVED That the committee notes

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

9. BUSINESS PLANNING 2023-2027 AND IN-YEAR FINANCIAL MANAGEMENT 2022/23

The Assistant Director of Finance, Jyotika Dabasia introduced the report sets out the process which will take place for 2023/24 and future years in order to achieve a balanced budget. This report also seeks Committee approval for a series of budget management

decisions for 2023/24 required as part of normal business in line with the organisations Financial Regulations.

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

The vote was recorded as follows:

For: 8

Against: 4

Abstentions: 0

Absent: 0

Total: 12

RESOLVED That the committee:

In respect of business planning for 2023-27:

- 1. Notes the higher than usual uncertainty in the following areas:**
 - **Estimates for ongoing service demand and income due to inflationary pressures and the cost of living crisis.**
 - **The increased uncertainty around inflationary increases in government grant funding.**
 - **Level of grant funding as a result of the Spending Review 2022.**
- 2. Notes the three scenarios (A, B (base case), and C) modelled for the Medium-Term Financial Strategy for 2023/24 and the preliminary assumptions for future years;**
- 3. Notes the Scenario B (base case) MTFs attached at Appendix A.**
- 4. Takes forward savings and income generation proposals as detailed in 2.3.9 and Appendix B taking into account any equalities impacts. Note that these savings will be referred to Policy and Resources for consideration and, at a later stage, be subject to public consultation and an updated equality impact assessment.**
- 5. Reviews the additional funding pressures to services requested in paragraph 2.3.14 and Appendix C;**
- 6. Notes the service specific pressures as set out in 2.3.14 to 2.3.32.**
- 7. Approves the Fees and Charges as set out in 2.7 and attached at Appendix G for recommendation to Full Council for consideration responses and equality impact assessment.**
- 8. Notes the actions being taken by officers and Theme Committees to address the budget gap for 2023/24 and future years as set out in 2.8.**

In respect of routine financial matters for 2022/23:

- 9. As set out in 3.1.2-3.1.3, delegates to the Chief Finance Officer (S151 Officer) the authority to allocate the non-pay inflation contingency budget for 22/23 to departments. The approval is subject to the final virement being contained within**

the contingency budget and being no more than 10% above the £7.443m set aside when the budget was set.

10. Approves the revised Capital Programme and financing of it; from paragraph 3.2 (also Appendix F) including reprofiling of budgets to and from future years, accelerations, additions, and deletions.

11. Notes the Quarter 1 2022/23 Corporate Risk Register in Section 4 and Appendices D and E;

10. FINANCIAL VULNERABILITIES: COST OF LIVING WORKSTREAM

The Assistant Director for Strategy, Communications and Engagement, Liz Cowie, provided an update to the Committee of the council's recommended approach to the cost-of-living crisis. The Committee noted that work has been done to build on the three-pronged approach to support financially vulnerable residents throughout the cost-of-living crisis, outlined previously to the Committee.

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

The vote was recorded as follows:

For: 8

Against: 4

Abstentions: 0

Absent: 0

Total: 12

RESOLVED That the committee approve:

- 1. The approach in relation to delivery of the administration's commitment to refund residents this year's 1% Council Tax increase.**
- 2. The renaming of the Welfare Assistance Fund to the Barnet Resident Support Fund and add additional funding to extend support to £2 million.**
- 3. The launch of the Barnet Resident Support Fund on 3 October 2022 which will include a streamlined application process.**
- 4. Funding of £0.120m to invest in systems and software to develop an application process and targeted support to residents in need and agree the procurement activity as this is not on the agreed Forward Plan presented to this Committee in December 2021.**
- 5. Matching an additional £0.150m investment to deliver a £0.3m Barnet Together Community Response Fund.**
- 6. That the Community Innovation Fund include cost-of-living support measures into desired outcomes.**

7. **The communications and information dissemination recommendations as outlined in this paper to ensure a proactive approach to reaching residents experiencing financial difficulties.**
8. **To authorises the Chief Executive in consultation with the Chair of the Committee to implement any additional funding to respond to the cost-of-living crisis that can be delivered within existing budgets, legal and financial authorisations.**

11. Q1 2022/23 CONTRACTS PERFORMANCE REPORT

The Acting Assistant Director (Commercial), Tim Campbell introduced the report that provided an overview of Quarter 1 (Q1) 2022/23 performance for the contracted services delivered by the Customer and Support Group (Capita) and Regional Enterprise (Capita), which do not fall under the remit of another theme committee. The report also provided oversight of collective performance for the contracted services delivered by Regional Enterprise (Capita) with specific performance reported to Housing and Growth Committee and Environment and Climate Change Committee in September 2022.

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

The vote was recorded as follows:

For: 12
Against: 0
Abstentions: 0
Absent: 0
Total: 12

RESOLVED That the committee notes

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

12. COMMITTEE FORWARD WORK PROGRAMME

RESOLVED – The Committee noted the Work Programme.

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

None.

14. MOTION TO EXCLUDE THE PRESS AND PUBLIC

The Chair asked committee members if there were any questions on the exempt reports on the agenda. The Committee confirmed that there were no questions. There was therefore no requirement to move into exempt session.

15. EXEMPT- BUSINESS PLANNING 2023-2027 AND IN-YEAR FINANCIAL

MANAGEMENT 2022/23

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

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

None.

The meeting finished at 8.45 pm



Policy and Resources Committee

13 December 2022

Title	Chief Finance Officer Report Forecast Financial Outturn at Month 7 (October 22)
Report of	Chair of Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None.
Officer Contact Details	<p>Anisa Darr – Executive Director of Strategy & Resources (Section 151 Officer) anisa.darr@barnet.gov.uk</p> <p>Ashley Hughes, Assistant Director of Finance ashley.hughes@barnet.gov.uk</p> <p>Ndenko Asong, Head of Finance ndenko.asong@barnet.gov.uk</p>
Summary	
<p>This report contains a summary of the Council's revenue and capital forecast outturn for the financial year 2022-23 as at Month 7 (31 October 2022). It also contains information on the level of debt and the top 10 debtors as at 31 October 2022.</p>	
Recommendations	
<p>That the Committee notes:</p> <ol style="list-style-type: none"> 1. the current forecast financial outturn for 2022-23. 2. the projected use of reserves. 3. the current debt position and related actions. 	

1 Summary

- 1.1 This report sets out the council's forecast outturn position for the 2022-23 financial year as at 31 October 2022.
- 1.2 At month 7, the forecast financial outturn for the General Fund is:
- Overall, £6.743m overspend, with an adverse £1.115m movement from last P&R reported position.
 - An overall forecast position of a net use of reserves of £14.624m.
- 1.3 The council continues to deal with the cost-of-living challenge with Consumer Price Index (CPI) inflation for October standing at 11.1%. Beneath this headline rate, the council faces above-inflation pressures arising from energy costs as high as 68% and fuel costs as high as 41% in the year to date. Fluctuations and uncertainty continue to have an impact on the overall forecasts.
- 1.4 High inflation and rising interest rates for households, businesses and the council may impact on the services that the council provides, both universal and targeted. This will be monitored closely, and regular updates will be provided to this Committee.

2 Forecast Position at Month 7

Overview

- 2.1 As at month 7, the forecast out-turn position for revenue expenditure is a £6.743m overspend against the approved budget set at Council in March 2022. This is after the application of reserves of £14.624m.

Table 1: Forecast Revenue Outturn at Month 7

Service Areas	2022-23 Budget	Month 7 (Forecast outturn before reserves)	Reserves applied	Month 7 Forecast outturn after reserves	Month 7 variance after reserves	Month 4 variance	Change
	£m	£m	£m	£m	£m	£m	£m
Adults and Health	114.404	127.996	(6.967)	121.029	6.625	5.461	1.164
Children's Family Services	77.068	77.747	(0.524)	77.223	0.155	(0.102)	0.257
Customer and Place	53.747	59.019	(3.264)	55.755	2.007	0.278	1.729
Assurance	9.244	10.072	(0.851)	9.222	(0.022)	(0.009)	(0.013)
Strategy & Resources	62.549	61.575	(0.991)	60.584	(1.965)	-	(1.965)
Public Health	18.874	19.713	(0.897)	18.816	(0.057)	-	(0.057)
Transformation	-	0.639	(0.639)	-	-	-	-
Total at Month 7	336.380	357.748	(14.624)	343.124	6.743	5.628	1.115

- 2.2 Table 2, overleaf, provides a breakdown of the movement in variance between month 4 to month 7.

Table 2: Movement in variance month 6 to month 7

Service Areas	Month 7 variance after reserves	Month 4 variance	Change	Commentary
	£m	£m	£m	
Communities, Adults and Health	6.625	5.461	1.164	Month 7 reports a £1m increase in the overspend from the reported position at the previous Committee. This represents a continued increase primarily in community-based packages and nursing home commitments in excess of previous forecasting where insight shows a 5% increase in activity and 8% increase in unit costs (excluding inflation) above that used for budget setting. This includes an increase in enablement provision which provides community support at the lower cost end which should lead to cost avoidance long term. Projections now rebase the estimated increase in activity for demand over this winter. Winter demand is estimated to increase by c.25% from last financial year built on current activity modelling and a 3-year trend review. Month 7 also now includes £1.2m of additional government funding (announced 17/11/22) in relation to the Social Care Discharge fund as a partial offset to the pressures being forecasted.
Children's Family Services	0.155	(0.102)	0.257	Adverse movement driven by cost pressures in sourcing suitable and appropriately safe placements for Children and Young People. There is a pan-London sufficiency issue in children's placement provision placing upward demands on limited places or having to provide additional wrap-around support to children and young people in alternative settings.
Customer and Place	2.007	0.278	1.729	<p>£0.048m small increase in Housing General Fund costs based on TA payments to date, and current demand levels, partly offset by the recovery of £0.07m legal costs.</p> <p>The SPA is forecasting a £1.717m pressure following a full review of the CPZ programme delivery plan and forensic review of parking activity. Further detail can be found in the Special Parking Account narrative later in this report.</p> <p>Commercial waste income will be underachieved by £0.105m due to lower uptake of the service by businesses post pandemic.</p> <p>Refuse Collection is forecast to overspend by £0.322m which includes a provision of £0.165m for HGV retention payment, a market supplement required to maintained skilled HGV drivers by matching wage pressure increases from private sector and £0.157m of additional cost arising from front line services cost from additional unplanned bank holidays as well as agency costs.</p> <p>£0.313m pressure for Highways DLO from lower-than-expected works income.</p> <p>£0.384m one-off financial penalty in the council's favour for street lighting</p> <p>Transport overspend is forecast to be £0.120m 63% of which relates to fuel cost increases with the rest of the overspend related to additional vehicle cleansing part way through the year.</p> <p>(£0.295m) net additional income received for garden waste, (£0.171m) additional rebate received for non-domestic waste levy.</p>
Assurance	(0.022)	(0.009)	(0.013)	Minor net changes to the position last reported to this Committee.
Strategy and Resources	(1.965)	-	(1.965)	£1.965m forecast underspend in corporate levies in relation to North London Waste Authority levy budgets. This is driven by one month's non-payment of levy made as part of windfall arrangements arising from sales of energy and a run rate to Month 7 showing underlying underspends against planned resources.
Public Health	(0.057)	-	(0.057)	A reduction in staffing forecast for General Fund elements within Public Health for SHaW and Insight & Intelligence staff owing to delays in recruiting to vacant posts.
Transformation	-	-	-	
	6.743	5.628	1.115	

Reserves

- 2.3 The council holds reserves to deal with future pressures where the value or the timing of the pressure is uncertain, or where the funding can only be spent on specific objectives (e.g., grant funding). Reserves are divided into 'earmarked' reserves, where the spending objective is known with some clarity, and 'general' reserves, intended to mitigate the impact of wholly unforeseeable costs. The levels of reserves are set out under Section 25 of the Local Government Act and prudent levels are determined by the Chief Finance Officer (CFO). Earmarked reserves are usually held by specific services, while general reserves are held corporately.
- 2.4 The use of reserves is not intended to replace savings or income generation opportunities as part of the MTFs. Reserves can only be used once and then they are gone. Any use of reserves to replace savings or income generation opportunities is a delaying action, storing up pressures into future years. This could be part of investing in transformational service delivery and is the ultimate last resort during budget setting when a gap cannot be bridged despite best efforts.
- 2.5 This report sets out anticipated use of or top up of reserves. Table 3 below shows the council forecast use of reserves across revenue, capital and the collection fund.

Table 3: Council Reserves Forecast Position at Month 7

Reserve Movements	Balance Brought Forward	Forecast Use	Balance Carried Forward
	£m	£m	£m
Revenue Reserves - non-earmarked	46.635	-	46.635
Revenue Reserves - earmarked (non-Covid-19)	35.820	(9.900)	25.920
Total Revenue Reserves	82.455	(9.900)	72.555
Revenue Grant - unapplied (Covid-19, general fund)	6.757	(4.724)	2.033
Revenue Grant - unapplied (Council Tax / NNDR)	24.019	(16.302)	7.717
Revenue Grant - unapplied (Brent Cross Designated Area s31)	13.449	-	13.449
Grant unapplied Total	44.225	(21.026)	23.199
Total Revenue Reserves & Grant Unapplied	126.680	(30.926)	95.754
Capital Reserves	32.147	(1.052)	31.095
Total All	158.827	(31.978)	126.849

- 2.6 The council is forecasting use of reserves in 2022-23 of £31.978m, of which £16.302m is in support of the Collection Fund where grant funding from Government has been held in reserves before being applied to any deficit arising from Covid-19 reliefs. Whilst the council anticipated this would be the final year of reliefs arising and the associated reserves movements, additional support for the retail, leisure and hospitality sector in 2023/24 will extend these reserves and adjustments into 2024/25.
- 2.7 Earmarked revenue reserves are forecast to be used to a value of £9.900m with a further £4.724m of Covid-19 grant allocated for Corporate Plan outcomes, totalling £14.624m in 2022-23 (as shown in Table 1).
- 2.8 Service-specific use of reserves can be found in Table 4 overleaf.

Table 4: Service-specific Reserves Forecast Position at Month 7

Service Areas	Forecast (drawdown) / top-up to reserves	Commentary
	£m	
Communities, Adults and Health	(6.967)	<p>Drawdowns of £6.967m:</p> <p>£1.993m Earmarked Reserve (Covid support workforce, Prevention Team, Reviewing Officers)</p> <p>£0.100m Transformation reserve drawdown towards staffing commitment.</p> <p>£0.423m Earmarked Reserve drawdown for debt recovery team</p> <p>£2.000m Earmarked Reserve drawdown to support expecting losses from YCB run Care homes (this figure is likely to increase)</p> <p>£0.422m Earmarked reserve drawdown to support 5-year Tree planting program.</p> <p>£0.299m Earmarked reserve funded Pleasant Park Program to deal with increased demand and environmental related issues.</p> <p>£0.487m Earmarked reserve drawdown to meet the shortfall in management fee income from the council's leisure contract.</p> <p>£1.200m Hospital discharge income reduction</p> <p>£0.043m Engagement posts</p>
Children's Family Services	(0.524)	<p>Drawdowns of £0.524m:</p> <p>£0.012m for Commissioning</p> <p>£0.251m for Help and Protection (Early Help 0-19)</p> <p>£0.087m for Placements</p> <p>£0.166m for Clinical Services</p> <p>£0.008m for Partnership & Voice of Child</p>
Customer and Place	(3.755)	<p>Drawdowns of £4.635m:</p> <p>£0.491m for sustainability.</p> <p>£0.701m for qualifying Homelessness expenditure.</p> <p>£0.285m for One Public Estate Colindale Placemaker works.</p> <p>£0.284m for the Strategic Contract Review.</p> <p>£0.216m for Fire safety staff upskilling to meet additional legal requirements.</p> <p>£0.151m for the additional housing licencing scheme.</p> <p>£0.163m for Town Centre regeneration</p> <p>£0.022m for BOOST Employment and Skills</p> <p>£0.359m from the earmarked flood grant from Environment Agency</p> <p>£0.262m for pending commercial claims from Term Maintenance contractor</p> <p>£0.030m for the feasibility study for A1000</p> <p>£0.500m for funding the Capital Betterment lump sum</p> <p>£0.126m for Street Scene annual leave agency cover.</p> <p>£0.150m for the loss of commercial waste income as the service recovers from Covid-19</p> <p>£0.300m for the community skips service</p> <p>£0.300m for quarterly deep cleansing of residential streets</p> <p>£0.050m for the implementation of invasive weed control</p> <p>£0.244m for enhanced vehicle cleansing costs and loss of income</p> <p>Top-ups of £0.880m:</p> <p>£0.607m to the Brent Cross Retail Park reserve.</p> <p>£0.273m for the creation of a Brent Cross Station Operating Reserve.</p>
Assurance	(0.851)	<p>Drawdowns of £1.113m:</p> <p>£0.744m to fund 2022 Local election</p> <p>£0.107m for Members IT</p> <p>£0.050m for Corporate Anti-Fraud Team</p> <p>£0.212m for Food Safety regulatory costs</p> <p>Top-Ups of £0.262m:</p> <p>£0.015m for the Mayoral car</p> <p>£0.070m for Internal Audit</p> <p>£0.177m to fund future local elections.</p>
Strategy & Resources	(0.991)	<p>Drawdowns of £0.991m</p> <p>£0.235m for community participation</p> <p>£0.306m for Persian Advice Bureau, New Systems Gateway, the Asylum Seeker Support.</p> <p>£0.541m for Resident Support Fund</p>
Public Health	(0.897)	<p>Drawdowns of £0.897m</p> <p>£0.500m for Prevention Fund</p> <p>£0.190m for Insight and Intelligence</p> <p>£0.080m for Cycle training</p> <p>£0.065m for Health Checks</p> <p>£0.062m for Communications</p>
Transformation	(0.639)	<p>Drawdowns of £0.639m</p> <p>£0.639m to support the transformation programme</p>
Total	(14.624)	

Savings

- 2.8 The budget for 2022-23 includes planned savings of £7.954m; of which it is currently forecast that £7.491m of these savings will be achieved.
- 2.9 The gap in savings delivery in Children and Family Services is related to £0.255m of additional income which is critically at risk and dependent upon contributions from Health and Education partners. A further £0.137m from placement rate negotiations is unachievable due to provider sustainability issues outlined in, for example, Newton Europe reports to the Association of Directors of Children's Services (ADCS) coupled with challenges sector wide in securing suitable, safe placements for children and young people which has led to additional costs in the system placing savings from rate negotiations highly unlikely.
- 2.10 The underachievement in Assurance relates to the expected increase in income that would arise from issuing Fixed Penalty Notices for fly-tipping (as part of the council's tools for deterring the activity) due to start-up and training delays for the Community safety team. At Month 7, due to the delay in enforcement activity, the expected level of fines are behind what would be expected. This has been mitigated in-year by delayed recruitment against the re-organised Community Safety team, as well as the carry-forward of unutilised Prevent grant, to fund relative expenditure.

Table 5: Savings Delivery 2022-23

Service Area	Savings target 2022-23	Forecast savings achievable at Month 5	(Gap)/Over to plan	Service area gap
	£m	£m	£m	
Adults & Health	(1.962)	(1.962)	-	0.00%
Children and Family Services	(1.483)	(1.091)	(0.392)	26.43%
Customer and Place	(2.793)	(2.793)	-	0.00%
Assurance	(0.431)	(0.360)	(0.071)	16.47%
Strategy & Resources	(1.285)	(1.285)	-	0.00%
Public Health	-	-	-	0.00%
Total	(7.954)	(7.491)	(0.463)	
Percentages	100.00%	94.18%	5.82%	

Risks and opportunities

- 2.11 In preparing the report for month 7, several overall (corporate) and service-specific risks have been identified. These are set out below.

- **Adults and Health**

- The overspend position presenting in Adults Social Care primarily relates to the upward increase in activity and cost associated with placement accommodation.
- The Discharges from hospital are on track to exceed 2021/22 levels – for the year to date the council has supported over 160 residents per month to leave hospital with care and support up from 147 per month last year. However, of those returning home via the reablement pathway, only 30% require an ongoing package of care.

- From data used to set this financial year's placements budget the service have seen a 5% increase in activity and an 8% increase in average unit costs (after inflation) signifying an increase in packages becoming more complex in nature.
 - Recently, the council has seen average prices for care are increasing at a faster rate than previous years. This may reflect providers factoring in the cost-of-living pressures when agreeing rates for new placements though this assumption will need testing in subsequent reporting periods. Scarcity of placement accommodation, in particular at the acute end of support, is also a driver for increased market rates. The service is working closely with the market to mitigate this impact.
 - The service is attempting to mitigate any further rises in costs above current projections by:
 - Reviewing large packages of care that may be eligible for NHS funding
 - Robust negotiation with providers on rates
 - Further expansion of the enablement offer
- **Children's and Family Services**
 - The budgets include income forecasts for tripartite income, funding from health and the Dedicated Schools Grant (DSG). At Month 7, there is a risk that the number of children and young people meeting the criteria for tripartite funding are lower than when setting the budget for 2022-23. This is under monthly review.
 - **Customer and Place**
 - Fuel price fluctuations continue to have an impact on the service. Despite additional funding made to cover these increases there is still a risk that the costs might come in even higher.
 - The Estates service regularly reviews outstanding commercial debt monthly. This could lead to subsequent write-offs of income related to prior years. The council holds a prudent level of bad dept provision to mitigate this, however the risk remains that write offs may exceed available provisions.
 - The council is in discussion with Catalyst Housing Association, to settle a dilapidations/ reinstatement liability, when surrendering the lease at Apthorp Care Home.
 - The macro-economic environment is to remain challenging for businesses and personal households. Increases in energy and utilities costs, may cause Temporary Accommodation (TA) demand to rise, if more households are evicted due to inability to pay rents and mortgages. The Brent Cross West scheme may also be impacted by rising costs of raw materials and the availability of skilled labour
 - Across London, market forces are applying upwards pressure to the costs of TA, making it more difficult for the council to secure affordable, good quality housing. Interest rates are also rising, increasing the cost of borrowing. These increases in capital funding, may cause delays to the Open Door Homes (ODH) acquisitions capital scheme. This may further decrease the availability of affordable homes and mean savings targets linked to TA cost avoidance are not achieved in full. However, the financial impact is more likely to be felt in future financial years.
 - **Corporate**
 - Inflation risks continue to be a council-wide risk, with the latest headline CPI rate standing at 11.1%. Additional impacts arising from energy prices and fuel prices are being closely monitored.
 - In the Chancellor's Autumn Statement, it was confirmed through the Office for Budget Responsibility (OBR) that the UK economy is officially in recession. This may cause upward pressure on service use as residents and businesses require more support.

Budget Changes

2.12 Between M4 and M7 reporting there was a £7.443m budget virement from contingency to various service budgets reflecting approved allocations for non-pay inflationary pressures.

3 Ringfenced funding

Housing Revenue Account (HRA)

- 3.1 The HRA budget has been set in line with the 30-year business plan and approved by Housing & Growth (H&G) and P&R committees in February 2022.
- 3.2 The service-related elements of the HRA are projected to be £0.147m favourable to budget. This will be offset by a decrease of £0.147m in Revenue contribution to Capital Outlay (RCCO). The £0.147m favourable variance is comprised of:

- £0.120m favourable - Overachievement on commercial rent income assumes similar number of units to be rented out this year as in the previous year. The numbers of units are higher than budgeted.
- £0.115m favourable – Savings on interest costs on HRA debt vs the business plan. This is due to early borrowing that happened last financial year, taking advantage of the lower interest rates which were available.
- £0.096m favourable - Overachievement on interest income earned on HRA cash balances. This is due to higher average interest rates expected for short-term investments this financial year.
- £0.141m favourable - Overachievement on commission (income) on water rates from Affinity.
- £0.261m reduction in the required provision for Bad Debts

Offset by:

- £0.557m adverse - Overspend due to an increase in Gas & Electricity costs on HRA Estates and Sheltered Housing blocks. The increase in costs is not being passed to tenants nor leaseholders as increases in rent or service charge. The increase in service charges and rent was capped at 4.1%, however the projected increase in gas & electricity is c.50%.

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

- Interest rate on borrowing increasing to c.4-5%. This may impact the financial affordability of capital programmes. The council's treasury team are considering options for borrowing in line with need and the Treasury Management Strategy indicators discussed elsewhere in this report.
- Rent-setting for council dwellings and temporary accommodation is historically set at CPI+1% (11.1%+1% as of October 2022) and communicated to tenants in February of each year.
 - The Chancellor announced in the Autumn Statement that social rents were to be capped at 7% following a consultation earlier in the year. The impact on the business plan is being considered and a recommendation will be made to H&G and this Committee in 2023 prior to Budget Council.
- Utilities costs – absorbing a significant increase in utilities, so these are not passed on to tenants. The increase was expected at 54% but may rise to 207%, with an increase of £1.700m factored into the forecast. This is being investigated further, with an impact in future years.

Table 6: HRA forecast at month 7

HRA – Revenue	21-22 Outturn	2022-23 Budget	Month 7 Forecast Outturn after reserves	Month 7 Variance After reserves	In-Month change
	£m	£m	£m	£m	£m
Dwelling Rent	(50.397)	(52.333)	(52.333)	-	-
Non-Dwelling Rent	(1.273)	(1.242)	(1.362)	(0.120)	-
Service & Other Charges	(6.842)	(6.851)	(6.992)	(0.141)	-
Other Income	0.447	-	-	-	-
Housing Management	19.014	19.451	19.451	-	-
Other Costs	1.735	1.806	2.363	0.557	0.157
Internal recharges	2.839	2.868	2.868	-	-
Repairs & Maintenance – Mgmt. Fee	8.584	10.462	10.462	-	-
Repairs & Maintenance - Non-Core	0.975	-	-	-	-
Provision for Bad Debt	0.589	1.261	1.000	(0.261)	(0.261)
Regeneration	0.168	0.684	0.714	0.030	0.004
Debt Management Expenses	10.103	10.578	10.463	(0.115)	-
Interest on Balances	(0.116)	(0.009)	(0.105)	(0.096)	-
HRA Revenue (Surplus)/Deficit	(14.174)	(13.323)	(13.470)	(0.146)	(0.100)
Depreciation	12.222	12.683	12.683	-	-
RCCO	1.933	0.536	0.683	0.147	0.101
HRA Capital Charges	14.155	13.219	13.366	0.147	0.101
HRA (Surplus)/Deficit	(0.020)	(0.104)	(0.104)	0.000	0.000

3.4 The projected HRA reserve is £4.124m.

Table 6a: HRA reserves at month 7

	B/Fwd	Revenue Movement	Depreciation & RCCO	Forecast Funding for Capex CFR	C/Fwd
	£m	£m	£m	£m	£m
HRA Reserve	(4.020)	(13.470)	13.366	-	(4.124)
Major Repairs Reserve	(2.000)	-	(13.366)	13.366	(2.000)
HRA Reserves	(6.020)	(13.470)	-	13.366	(6.124)

Dedicated Schools Grant (DSG)

3.5 At M7, the DSG is forecast to have a surplus of £1.830m. This is outlined in Table 6.

3.6 The total allocation for Barnet DSG is £399m with £250.643m going via the LA. There was additional supplementary funding of £8.700m for the schools' block and £2.000m for the high needs block to help with the addition pressures on schools and the 1.25% employers national insurance increases from April 2023 (subsequently reversed in November 2023).

3.7 This supplementary grant has helped to balance the high needs block for this financial year whilst still being able to award a 2.5% rate increase for top ups to schools providing support to children with an EHCP in mainstream settings and increase the number of places commissioned in alternative resource provision.

- 3.8 The current reserve for the DSG has a brought forward balance of £4.870m. The schools' forum has agreed to use up to £1.000m of this reserve to fund the Hong Kong & Afghanistan Refugees joining our schools in Barnet as well as up to £0.400m to support our maintained nurseries.
- 3.9 High Needs is forecast to underspend by £0.370m due to lower spending on specialist packages at independent schools and a lower number of placements agreed compared to budgeted placements for the independent school sector. This will remain under close review as children in receipt of an Education, Health and Care Plan (EHCP) in the borough have increased by 85.5% since the implementation of the Children and Families Act (2014) and by 35.4% in the period 2019-2022.

Table 7 DSG Forecast @at month 7

	2021/22 Outturn	2022/23 Budget	Month 7 Forecast outturn after reserves	Month 7 variance after reserves
	£m	£m	£m	£m
Expenditure				
Schools:				
- Individual Schools Budget	150.578	151.595	151.595	-
- ESG retained funding	0.700	0.700	0.700	-
- Growth Fund	-	2.745	1.285	(1.460)
- Central schools' expenditure	2.216	2.266	2.266	-
Sub-total	153.494	157.306	155.846	(1.460)
Early Years Block	28.348	30.720	30.720	-
High Needs Block	56.840	62.618	62.247	(0.370)
Sub-total	85.188	93.337	92.967	(0.370)
Total	238.682	250.643	248.812	(1.830)
Income				-
DSG Income	(240.735)	(250.643)	(250.643)	-
Total	(2.053)			(1.830)
Net DSG 22-23	150.578	151.595	151.595	(1.830)

- 3.10 The DSG reserve brought forward balance into 2022-23 was £4.870m. The forecast at Month 7 is reserves top up of £1.830m less planned use of reserves of £2.400m, of which £1.000m is earmarked for Hong Kong and Afghanistan refugees joining Barnet schools and a further £1.400m for Barnet Hill Academy, subject to discussions.

Table 7a DSG Reserves Forecast at month 7

DSG reserves	B/Fwd	Use of Reserve	C/Fwd
	£m	£m	£m
DSG Reserve	(4.870)	0.570	(4.300)
DSG Reserves	(4.870)	0.570	(4.300)

3.11 The ringfenced public health (PH) grant of £18.318m is forecast to budget at M7. Commitments up to £0.897m have been identified to be utilised from the PH grant reserve during the financial year subject to the PH Grant continuing to forecast to spend to budget. The pressures facing the General Fund regarding pay and non-pay inflation are also faced by the Public Health Grant. As a ringfenced fund, the grant is expected to absorb these pressures across the year.

Table 8 Public Health Grant forecast

Description	Net Budget	Forecast	Variance
	£m	£m	£m
Sexual Health NCL	2.230	2.230	-
Sexual Health GUM	0.700	0.700	-
Substance Misuse Adults	2.349	2.349	-
Substance Misuse YP	0.200	0.200	-
Grant contribution to improving PH outcomes across the council	3.629	3.629	-
PH Directorate staffing	2.220	2.220	-
Healthy Child Programme	4.999	4.999	-
Health Checks	0.200	0.200	-
Sexual Health prevention digital access	0.624	0.624	-
Tobacco Control	0.172	0.172	-
Young People's Health	0.582	0.582	-
Health in All Policies	0.163	0.163	-
Healthcare Public Health	0.250	0.250	-
Total	18.318	18.318	-

3.12 The Public Health Grant Reserve carried forward from 2021/22 was reported at £1.828m. The estimated carry forward at 2022/23 outturn is £0.931m.

Table 8a Public Health Grant Reserve forecast

Reserves use	brought forward	Use of Reserve	Estimated carry forward
	£m	£m	£m
Public Health reserve	1.828	(0.897)	0.931

Special Parking Account

3.13 Income received from parking charges is paid into a Special Parking Account (SPA) to comply with legislative requirements. Any surplus is appropriated into the General Fund at year end. The act requires any surplus to be spent on specified traffic and highways management objectives. Table 8 overleaf illustrates the month 7 forecast outturn position for the SPA and the appropriation to the general fund. It is currently forecast to be in deficit by £1.717m because of shortfall in projected income.

3.14 The deficit consists of two elements:

- 3.14.0 A shortfall on business-as-usual activity around penalty charge notices, permits, on and off-street parking. This reflects parking activity returning to c.80%-85% of the activity seen in 2019/20 due to long-term habits around use of vehicles changing because of the Covid-19 pandemic. We believe this is mirrored across neighbouring boroughs and nationally. As a result of the macro-economic environment with CPI at 11.1% and both fuel and electricity costs remaining high, recovery has stalled and further restoration back towards pre-pandemic levels is unlikely during the second half of 2022/23. This represents £0.717m of the overall deficit.
- 3.14.1 A delay in the delivery of the Controlled Parking Zones (CPZ) programme has arisen due to an extension of some consultations to facilitate greater community engagement. Time was also taken to work with the project delivery partner on development of the contractual, resourcing, and associated matters. This represents £1.000m of the overall deficit.
- 3.14.2 A recovery plan is in place with a senior officer board to oversee the delivery of the CPZ programme. The plan is expected to return the programme and the SPA to balance in 2023/24 and therefore not negatively impact the Medium-Term Financial Strategy (MTFS). Updates will be provided to the Environment and Climate Change Committee (ECC) with relevant financial updates to this Committee.

Table 9 Special Parking Account Forecast

Special Parking Account	2022-23 Budget	2022-23 Forecast	
	£m	£m	£m
Income	Budgeted SPA	M7	M7
		Outturn	Variance
Penalty Charge Notices	(12.977)	(11.629)	1.348
Residents Permits	(3.232)	(3.026)	0.206
Pay & Display	(3.725)	(3.556)	0.169
CCTV Bus lanes	(1.110)	(1.085)	0.025
Total Income	(21.044)	(19.295)	1.749
Operating Expenditure (running costs)	7.707	7.675	(0.032)
Net Operating Surplus	(13.337)	(11.620)	1.717
Appropriation to General Fund	(13.337)	(11.620)	1.717

Transformation Programme

- 3.15 The council has set out an ambitious programme of activity for the next four years and beyond. Much of the work needed to deliver on the vision for the future will be delivered within existing teams and structures. However, at the core of the council's new priorities is a change in the approach to how we engage our communities in Barnet, on tackling climate change, on joining up public services in local areas and how we work with residents who come to us for support. These changes will have implications for all teams across our organisation. Delivery of this fundamental change will require an extensive transformation programme to drive it forward over the next four years.
- 3.16 At the Policy and Resources Committee meeting on 19 July 2022 an allocation of £3.000m from reserves was approved to fund the transformation programme.
- 3.17 Current forecast expenditure for this financial year, as at month 7, is broken down in the table below. It is anticipated the full £3.000m will be utilised over the entire transformation programme.

Table 10 Transformation Forecast Position

Transformation Programme	2022-23 Forecast at M7	2022-23 Forecast at M6	In Month Variance
	£m	£m	£m
Staff costs	0.392	0.280	0.112
Consultancy	0.100	0.100	0.000
Governance Workstream	0.047	-	0.047
Transformation Fund	0.100	-	0.100
Total	0.639	0.380	0.259
Funded by reserves	(0.639)	(0.380)	(0.259)
Over/(Underspend)	-	-	-

- 3.18 Forecasts now include the Governance workstream as well as the Resident Experience workstream. This accounts for £0.159m of the movement in month.
- 3.19 £0.500m of the total £3m has been allocated as a Transformation fund for services across the council to bid for and this will be spent on projects which help deliver against the council's priorities. It is anticipated that £0.100m of this will be spent this financial year with the remainder spent in 2023-24.

4 Capital Programme

- 4.1 The capital forecast outturn at month 7 for 2022-23 is £345.538m, of which £236.067m relates to the General Fund programme and £109.469m relates to the HRA capital programme.

Table 11 Current Financial Year Forecast Capital Outturn at Month 7

Service Area	2022-23 Budget	2022-23 Forecast	Variance from Approved Budget	Expenditure to date
	£m	£m	£m	£m
Adults and Health	9.537	7.635	(1.902)	2.038
Children's Family Services	16.627	16.305	(0.322)	7.370
Assurance	2.163	2.163	-	0.099
Customer and Place	166.690	134.214	(32.475)	46.874
Brent Cross	83.305	75.250	(8.055)	19.022
Resources	0.500	0.500	-	-
General Fund Programme Total	278.822	236.067	(42.755)	75.402
HRA	114.736	109.469	(5.267)	53.709
Grand Total	393.558	345.537	(48.021)	129.111

- 4.2 **Adults and Health** – The Adults and Safeguarding Capital budget for 2022-23 underspend is now reported at £1.902m at month 7. This primarily relates to delays to works at Copthall Sports Park and Greenspace Development and delays in ongoing digital system development, all of which will be re-profiled into 2023/24.
- 4.3 **Children's and Family Service** – The Children and Family Services Capital budget for 2022-23, reports an underspend to be re-profiled to future years of £0.322m due to project delays relating to, education projects of £0.534m, social care projects of £0.028m, partly offset by accelerated expenditure of £0.340m on the secure accommodation project.
- 4.4 **Customer and Place** – The capital programme is underspending by £32.475m in 2022-23.
- Housing General Fund:
 - Forecasted to budget at M7, after budget re-alignment at September P&R Committee.
 - Growth and Regeneration – General:
 - Family Friendly Hub fit-out - £0.358m re-profiled into next financial year. A review has taken place and identified that some services will be provided at different locations, which are being identified.
 - Town Centres - £5.720m re-profiled into next financial year due to delays in Finchley Square starting on site and changes in the delivery programme to align with wider development.
 - Development Portfolio - project timelines reviewed, with £1.073m re-profiled into next year due to programme delays.
 - Hendon Hub - £1.407m re-profiling into next year to match project timelines.
 - Public Sector Decarbonisation scheme – £10.000m Re-profiling into next financial year, where expenditure will match grant funding to be received in April 2023.
 - Firestopping works at care homes - £10.000m re-profiling into next financial year due to Winter placement demand, leading to programme delays.
 - Re (Highways): Colindale Station works full budget £2.858m re-profiled into 2023-24 in line with revised project delivery timelines.

- **Street Scene: Vehicles** – This is now expected to be fully spent and to come in on budget at the end of the year of £4m. Delivery delays which indicated a possible £2.2m re-profiling in previous reports have now been resolved.
- **Parking & Infrastructure: LED Lighting** is now at 80% completion with the remaining asset conversion expected to be completed by the end of the financial year. As a result, the project is now expected to be completed on budget and there no longer a reported underspend projection of £0.301m.
- **Highways Non-TFL: The Network Recovery Programme (NRP) Phases One and Two** – forecast to accelerate budget of £0.462m from future years into the current year. This is a net effect of a forecast underspend in Highways Transportation & Strategic Community Infrastructure Levy (SCIL) of £0.631m and an overspend of £1.093m on Highway Assets.
- **Highways TFL: The programme** is currently forecast to budget.
- **Re (Environment): Heybourne Park Improvements** – An additional £1.5m worth of CIL funding has been allocated for this project. The expenditure for this project has not yet been profiled, however it is known that no work will take place in 2022-23. As a result, the additional funding has been profiled for 2023-24. All other projects in this area are forecast to come in on budget.

4.5 **Brent Cross** – The Brent Cross capital programme is currently projecting re-profiling expenditure of £8.055m at M7 for 2022-23. This is an increase in terms of re-profiling of £1.094m since M6 due to aligning specific workstreams to the ongoing programme. The overall programme is currently forecast to budget.

- **BXC – Funding for land acquisitions** – The forecast at M7 for 2022-23 identifies a need for accelerating expenditure of £1.075m which is an increase in forecasting of £1.097m in year. £1.052m in year increase on land specific costs relates to the latest property price estimate inclusive of annual government inflation for statutory and homes loss payments as well as bringing forward two Whitefield Estate acquisitions. The remaining £0.045m increase in forecast under Infrastructure 2 works is due to an updated resource utilisation, anticipated highway works and legal and support fees. Overall, the funding for land acquisitions budget for the programme remains on budget.
- **BXT Land Acquisitions** – The forecast at M7 for 2022-23 has increased £0.220m since M6. The variance relates to a revised contingency allowance for commercial acquisitions as well as the in-year impact of property price estimates inclusive of annual government inflation for statutory and homes loss payments. Overall, the BXT land acquisitions budget for the programme remains on budget.
- **Brent Cross West** - The forecast at M7 for 2022-23 identifies re-profiling expenditure of £7.034m. This is an increase of reprofiling of £0.692m since M6.
 - Re-profiling £0.824m under the Station Delivery programme. This is based on the ongoing programme to deliver the Station in 2023.
 - £0.205m accelerating expenditure under the Waste Transfer Station programme. This relates to an alternative proposed layout through to RIBA Stage 3.
 - The remaining £0.073m re-profiling relates to aligning the latest resources utilisation and removal of the legal contingency required within the programme management office workstream.
 - Overall, the BXW budget for the programme remains on budget
 - The Housing & Growth Committee have been kept informed along the BX journey with a detailed financial and service update at the November Committee.

- **Critical Infrastructure** - The forecast at M7 for 2022/23 identifies a re-profiling of the budget of £2.316m into future years, this is an increase of £1.719m since M6.
 - £0.720m re-alignment of decanting and re-location costs of Plots 53 / 54 into 2023-24
 - £1m removal of Transport Mitigation Measures within the programme, these were previously forecast in 2022-23. This will be aligned to cost pressures across the remaining Critical Infrastructure workstreams in future years.
 - Overall, the Critical Infrastructure budget for the programme remains on budget

HRA Capital Investment

4.6 The HRA Capital programme budget reflects the most recently approved HRA Business Plan in March 2022.

4.7 HRA capital programmes are mainly on three areas, Investment in current stock (capital repairs or capital enhancements of existing properties), Development of new properties (new builds) and market acquisition of properties.

4.8 At month 7, and after re-alignment at September P&R committee, the HRA capital programme is forecasting a £3.617m re-profiling into future years in the Small Sites HRA Programme.

Funding of the Capital Investment Programme

4.9 The composition of capital funding in the current year is detailed in table 11 below. The level of funding from Capital receipts, Revenue/ Major Repairs Allowance (MRA) and Community Infrastructure Levy (CIL) funding remain broadly the same as the previous period.

Table 12 Funding of the Capital Programme

Service Area	Grants/Other Contributions	S106	Capital Receipts	Revenue/ MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Adults and Health	3.533	0.710	0.100	0.000	3.192	0.000	0.100	7.635
Assurance	0.000	0.000	0.000	0.000	2.163	0.000	0.000	2.163
Brent Cross	71.241	0.000	0.000	0.000	0.000	0.000	4.009	75.250
Children's Family Services	13.384	1.164	0.039	0.000	0.193	0.000	1.524	16.305
Customer and Place	33.008	5.783	8.088	0.491	13.251	1.700	71.892	134.214
Resources	0.000	0.500	0.000	0.000	0.000	0.000	0.000	0.500
General Fund Programme	121.166	8.158	8.227	0.491	18.799		77.525	236.067
HRA	20.642	1.267	2.084	21.946	0.000	0.000	63.529	109.469
Total Capital Programme	141.809	9.425	10.311	22.438	18.799	0.000	141.054	345.537

4.10 The table below shows the five-year forecast for the overall capital programme.

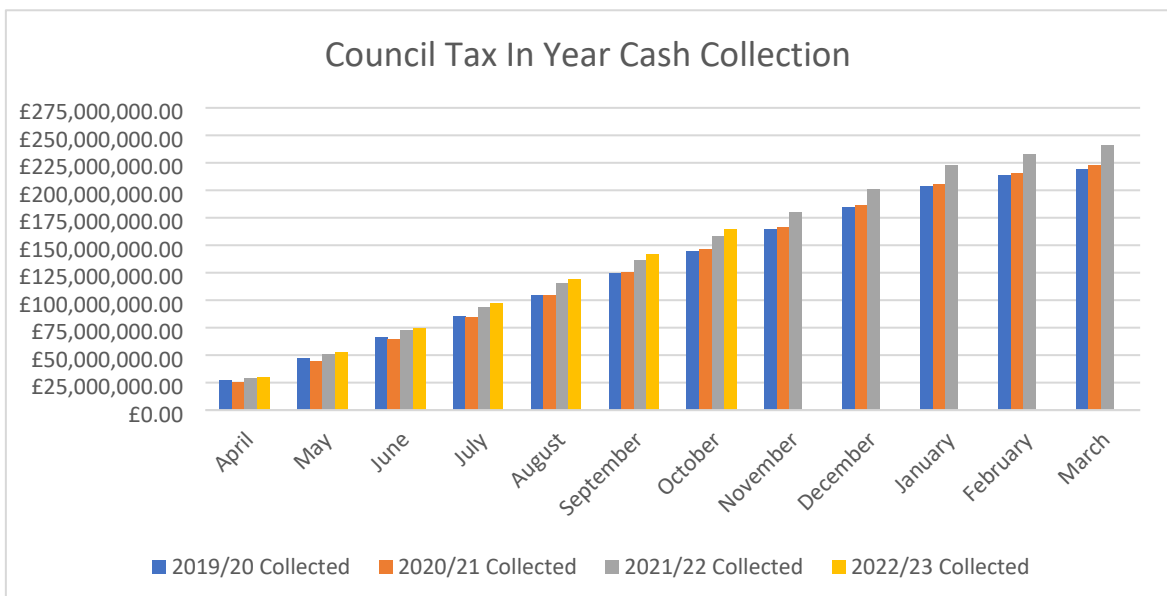
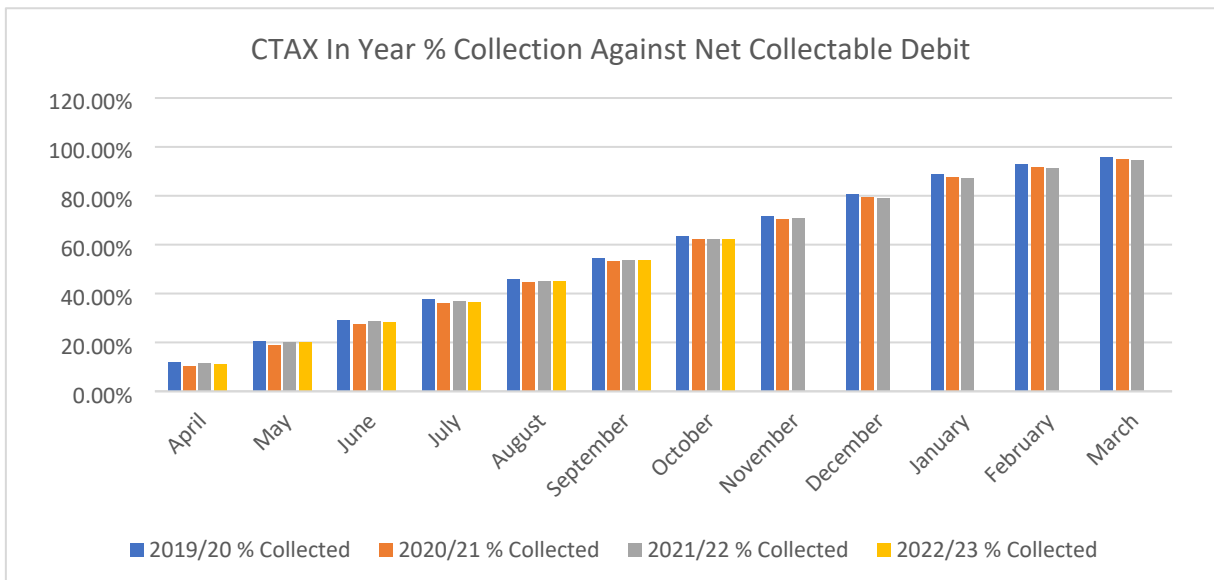
Table 13 Five Year Capital Programme Forecast

Service Area	Programme Budget	2022/23 Forecast	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	Programme Forecast
	£m	£m	£m	£m	£m	£m	£m	£m
Adults and Health	39.503	7.635	11.840	11.648	8.380	-	-	39.503
Assurance	2.363	2.163	0.200	-	-	-	-	2.363
Brent Cross	139.340	75.250	39.151	24.939	-	-	-	139.340
Children's Family Services	46.112	16.305	9.179	9.376	5.431	5.821	-	46.112
Customer and Place	388.081	134.214	144.747	68.335	39.925	0.860	-	388.081
Resources	0.500	0.500	-	-	-	-	-	0.500
General Fund Programme Total	615.900	236.067	205.117	114.298	53.736	6.681	-	615.900
HRA	320.742	109.469	98.587	63.392	43.104	6.190	-	320.742
Grand Total	936.642	345.537	303.703	177.690	96.841	12.871	-	936.642

5 Revenues and debt

Collection Fund – Council Tax

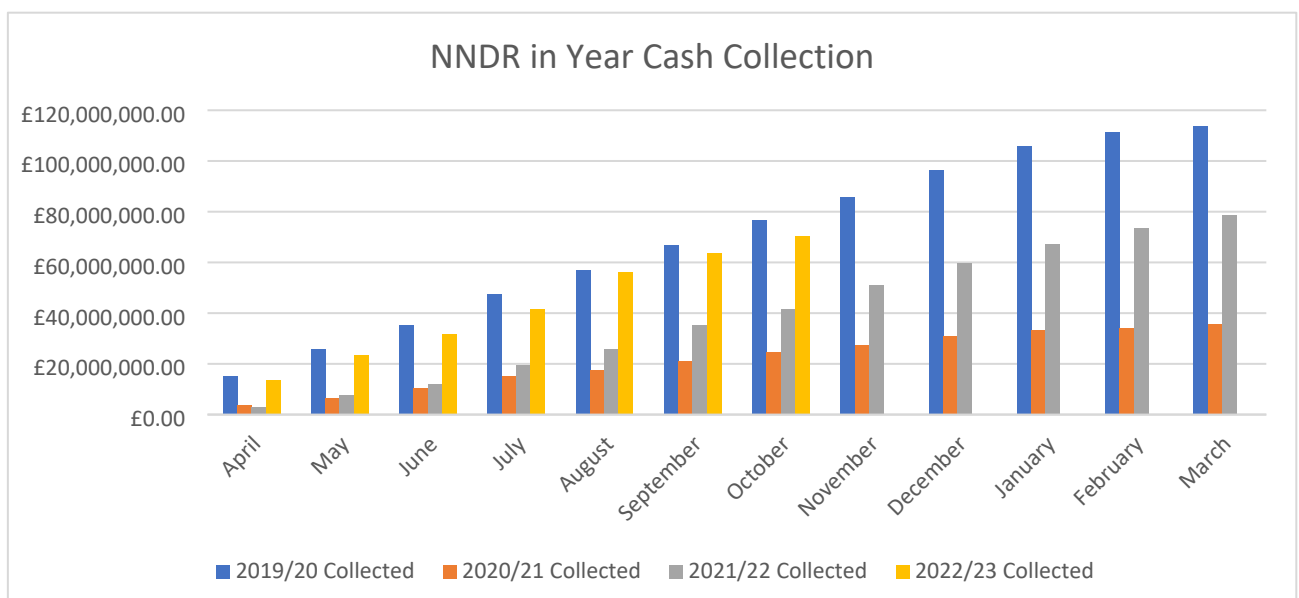
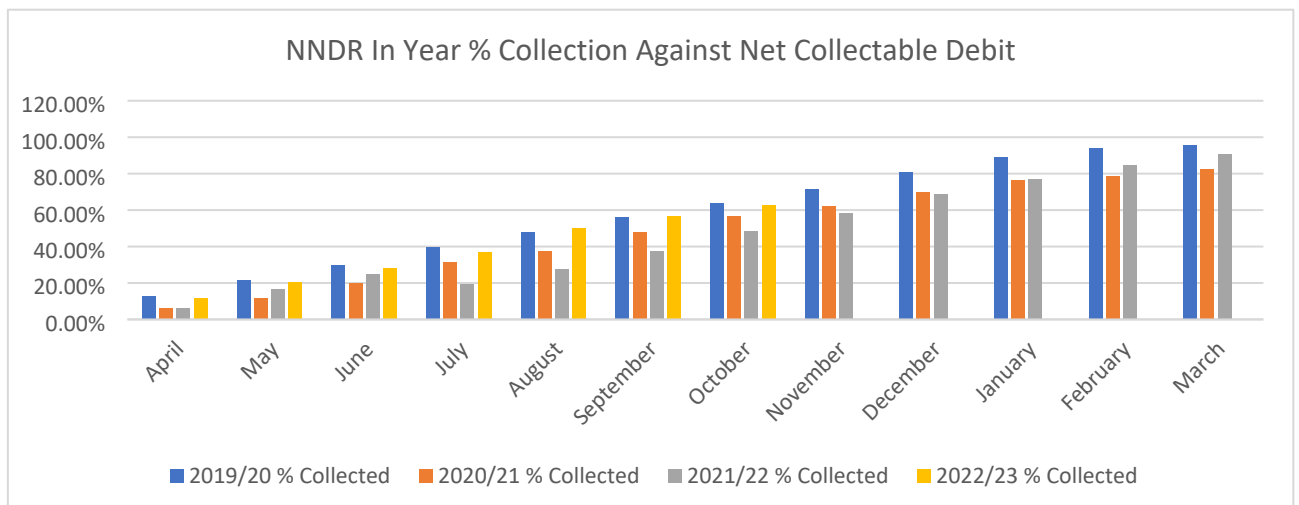
- 5.1 For the purposes of this report, current year information has been compared against 2019-20, 2020-21 and 2021-22. This is to allow a visible comparison from pre-pandemic through to current period.
- 5.2 The collection rate in October 2022 is 62.21%, this is 0.04% higher than October 2021, 0.03% lower than October 2020, and 1.06% lower than October 2019 (pre-pandemic). Benchmarking within London shows this is not unique, and CSG are focusing on older council tax debt as they onboard more staff to support overall across local taxation and benefits.
- 5.3 In cash terms, current collection levels are £6.007m higher than October 2021, £18.028m higher than 2020 and £19.700m higher than 2019 (pre - pandemic) – this is due in part to annual increases in both the council tax base and the household charge over two budget cycles.
- 5.4 There has been an underlying recovery impact from COVID-19 in Council Tax, however the council's tax base has improved through additional completions to Month 7 and there is not expected to be an adverse pressure on the Collection Fund arising from the tax base. Council Tax Support expenditure has increased slightly (£0.098m) from previous months' and are now forecasting to be £0.384m above budget. This can be managed through the Collection Fund Adjustment Account.
- 5.5 The charts overleaf show the comparison of collection rates and cash values since 2019/20 (pre-pandemic).



Collection Fund – Business Rates

- 5.6 The Business Rates collection rate in October 2022 is 62.80%, an increase of 14.48% compared to October 2021, 6.32% compared to October 2020 but 1.26% lower than October 2019. Every month since January 2022 has seen the collection rate exceed the prior year’s rate.
- 5.7 In cash terms, the current collection level is £28.715m higher than October 2021, £45.650m higher than October 2020 and £6.359m lower than October 2019. The cash collection is impacted by the Net Collectible debit (NCD) in each year. In October 2022, the NCD is £25.915m higher than October 2021, however £7.740m lower than October 2019 (pre-pandemic). The NCD is impacted by the amount of grant received by the council, for example, expanded retail reliefs.
- 5.8 Collection rates have seen an increase following the award of £5.8m Covid Additional Relief Fund (CARF). This relief has been paid onto business rates accounts for 2021-22 liabilities in accordance with legislation, for accounts where CARF places them into credit, the balance has been carried over to 2022-23 liability year. Businesses do have a right to request a refund instead under legislation, this will be monitored monthly..

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



Emergency financial support for residents

5.10 Emergency support is in the form of Discretionary Housing Payments (DHP), Discretionary Council Tax Discounts (S13A) and Resident Support Fund payments (previously named Local Welfare Assistance).

- DHP awards in October 2022 are £0.841m, a 9.21% reduction in expenditure against October 2021. This is because the DHP funding for 22-23 is £0.500m less than 2021-22. The council's DHP funding provided by DWP is £1.445m. The October expenditure extrapolated over the year will result in 100% of the allocation being awarded, this will continue to be monitored, however it is forecast the full allocation will be awarded.
- Discretionary Council Tax Discounts (Section 13A payments) awarded in October 2022 are £0.188m, a 11.90% increase against October 2021.
- Resident Support Fund. At the end of October 2022, the total awarded value is £0.396m. There has been a total of 1,423 applications until the end of month 7, compared to 1,247 during the same period in 2021. Whilst the true impact of Cost of Living isn't reflected in the

number of applications, work is underway to pro-actively engage with residents ensuring visibility of the fund and the welfare team have returned to LBB from October 2022.

Court Costs

- 5.11 October 2022 court costs awarded are £1.669m. This is 3% lower than October 2021, no costs were awarded in October 2020, and 8.3% higher than October 2019 (pre-pandemic). The council budgets for income of £1.689m.
- 5.12 Court costs collected in October 2022 are £0.919m. This is 16% higher than October 2021, 552% higher than 2020, and 8.52% higher than 2019. October 2020 was significantly lower as a result of the council's pandemic response.

Housing Benefit Overpayments (HBOP)

- 5.13 Housing Benefit Overpayment Collection at the end of October 2022 is £1.380m. This is 11.13% lower than October 2021 (£1.553m), however 82% higher than 2020 and 36.70% higher than 2019 (pre-pandemic).
- 5.14 The council has budgeted £2.712m of income for 2022-23. Whilst the forecast is currently to deliver the budget, there are risks arising from staff turnover, the continued increase in energy prices, and impact of the cost-of-living increases. New staff have now been recruited and are in training, and additional measures are being introduced to HBOP to improve collection, including Telsolutions email and messaging campaigns beginning from September 2022. The HBOP team have recently had a full health check with Barnet's software supplier Civica and are now working on the implementation of innovations and efficiencies.

Sundry Debt

- 5.15 Between September 2022 and October 2022 overall debtors increased by £5.366m. An analysis of debtors as at the 31 October 2022 is provided below at Table 14. It should be noted that this information is a snapshot as at that date and the overall position varies.

Table 14 Aged Debt Analysis as at 31st October 2022

Debtor	Not Overdue £m	Up to 30 days £m	30 - 60 days £m	60 - 90 days £m	Over 90 days £m	Total Debt £m
Month 7	1.701	4.315	8.326	0.611	21.918	36.871
Month 6	4.906	1.946	0.980	3.214	20.459	31.505
Movement	(3.205)	2.369	7.346	(2.603)	1.459	5.366

- 5.16 Table 15 overleaf gives detail of the top ten individual debts by debtor, totalling £21.208m.

Table 15 Top 10 debtors as at 31st October 2022

Debtor	Total Debt	Not Overdue	Up to 30 days	30 - 60 days	60 - 90 days	Over 90 days
--------	------------	-------------	---------------	--------------	--------------	--------------

	£m	£m	£m	£m	£m	£m
NHS North Central London CCG	11.459	-	2.633	0.279	0.036	8.511
NHS North Central London ICB	7.394	-	0.160	7.234	-	-
The Fremantle Trust	1.357	-	-	-	-	1.357
Affinity Water	0.342	0.070	0.030	-	0.239	0.003
Beis Medrash Elyon School	0.143	-	0.004	0.004	-	0.135
Mayor's Office for Policing and Crime	0.144	-	-	0.127	-	0.017
COMMUNITY FOCUS INCLUSIVE ARTS	0.095	-	0.006	-	-	0.089
MEADOWSIDE RES. CARE HOME	0.095	-	-	-	-	0.095
NHS Northeast & North Cumbria ICB	0.100	-	0.027	0.006	-	0.067
NHS Haringey Clinical Commissioning Group	0.085	-	-	-	-	0.085
Total	21.214	0.070	2.860	7.650	0.275	10.359

- 5.17 Outside the Top 10 debts above, there is a significant class of debt relating to contributions to care in Adult Social Care. At the end of October 2022, the level of overdue debt related to individuals who receive adult social care services was £11.46m. Historical Debt (All debt up to December 21) has been reduced by about 48% from Nov 21 high of £9.3m. As of 31 October, historical debt was £4.8m (of which Deferred Payment Arrangement (DPA) Debt accounts for £1.5m). The target is to bring historical debt to £2m by December 2022 (including DPA Debt). New and ongoing debt (All debt from Jan 22) has been growing and stands at £4.9m (of which DPA debt accounts for £1.3m). Updates are provided to Adults & Safeguarding Committee as part of regular reporting.
- 5.18 NHS NCL total debt has increased by £5.698m. Invoices up to 30-60 days and over has increased by £3.954m and increased by £0.243m for those overdue by 30-60 days. The value of invoices due over 90 days have increased by £0.601m. There are ongoing invoice queries which we are working on to resolve. Work continues to ensure prompt payment of invoices raised. There are ongoing meetings with NCL to discuss improvements to processes on both sides with a view to reducing the debtor days.
- 5.19 The legal situation with The Fremantle Trust is still ongoing and the CFO is working towards achieving a resolution. This also includes the debt allocated to Meadowside Residential Home.
- 5.20 Affinity Water are in receipt of an invoice for £0.237m and have queried the net and VAT amount billed. This has been passed to the service area to investigate. £0.033m has been paid.
- 5.21 A credit note issued on the account Metropolitan Police Service has been mis-allocated and used by the customer causing a shortfall in their remittance to Barnet. They have been requested to resolve this issue.
- 5.22 After investigation, it has been found that Beis Medrash Elyon School invoices are erroneous and are being cancelled and reissued to the correct organisation.
- 5.23 Community Focus Inclusive Arts invoices are currently under discussion with their CEO and LBB.
- 5.24 The Meadowside Residential Care Home debt is linked with Fremantle.

- 5.25 NHS Northeast & North Cumbria ICB requested copy invoices as these were not on their system. They have confirmed that these have now been sent for payment.
- 5.26 NHS Haringey Clinical Commissioning Group debt is being dealt with alongside NHS North Central CCG and ICB.

Treasury & Liquidity

- 5.27 The council adopted its current Treasury Management Strategy Statement (TMSS) at Full Council in March 2022. There have been no revisions since that time.
- 5.28 At M7, the council held £213.800m in short-term investments with an interest rate spread from 0.70% to 4.08%, averaging 1.86% yield. £108.8m is invested in same-day money market funds (MMF) with the balance of £105.0m in fixed term deposits with maturity dates of less than 1 year.
- 5.29 The above spread of investments is in line with the market offering higher yields and the organisation being sufficiently liquid to place more in fixed term deposits. The council has also reactivated its facility with His Majesty's Treasury's Debt Management Office (DMO) to manage high cash balances and invest surplus cash if required, as many organisations the council might transact with are being watched for credit quality.
- 5.30 At M7, the council is not forecasting to breach its major indicators for external borrowing – the operational boundary (£959.047m) and the authorised limit (£1,058.031m).
- 5.31 The council acted in September to take c.£50m of further external borrowing at a rate of 2.4%. This takes total long-term borrowing to £689.1m of which £63.0m is Lender Option Borrower Option (LOBO) loans where the lender option is next due in 2024. The remaining £626.1m is long-term borrowing from the Public Works Loans Board (PWLB).
- 5.32 Since reporting to this committee at M4, a technical breach of the TMSS was found. This was through deposits with Registered Providers breaching the quantum laid out in the TMSS versus credit quality and loss of principal risk. This was reported to both the CFO and Head of Internal Audit, in line with TMSS guidelines, and additional controls are in place to ameliorate this happening in the future.

6 Reasons for Recommendation

- 6.1 This report contains a summary of the council's forecast revenue and capital for the year as at Month 7

7 Alternative Options considered but not recommended

- 7.1 None

8 Post Decision Implementation

- 8.1 None

9 Implication of Decision

9.1 Corporate Priorities and Performance

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

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

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

9.3 Legal and Constitutional References

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

- 9.3.1 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.

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

- To be responsible for Finance including: • Recommending the Capital and Revenue Budget (including all fees and charges); and Medium Term Financial Strategy; to Full Council for adoption • Revenue and Capital Monitoring and Expenditure: Committee to receive a cross-council overview with theme committees scrutinising revenue and capital expenditure within their remits • Treasury Management • Local Taxation • Insurance • Corporate Procurement • Revenues and Benefits • Grants • Writing-Off Debt • Virements • Effective Use of Resources • Procurement Forward Plan

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Writing-Off Debt • Virements • Effective Use of Resources • Procurement Forward Plan Performance Monitoring and Management: Cross-organisation overview of performance with performance in the terms of reference of another theme committee being scrutinised by that committee The council's Financial Regulations can be found at:

<https://barnet.moderngov.co.uk/ecSDDisplay.aspx?NAME=SD349&RPID=638294>

and this report is prepared under the basis of paragraph 2.4.16 in the Financial Regulations "The Chief Finance Officer will report in detail to Performance and Contract Management Committee at the end of each quarter as a minimum, on the revenue and capital budgets and wider financial standing and will make recommendations for varying the approved budget (revenue and capital) where necessary." Where Policy & Resources Committee has now subsumed the financial monitoring functions of the now-defunct Performance and Contract Management Committee.

9.4 Insight

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

9.5 Social Value

9.5.0 No application to this report

9.6 Risk Management

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

9.7 Equalities and Diversity

9.7.0 Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties, they are not duties to secure a particular outcome. Consideration of these duties should precede the decision. The statutory grounds of the public sector equal duty are found at section 149 of the Equality Act 2010 and are as follows:

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

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act:
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

- remove or minimise disadvantages suffered by persons who share relevant protected characteristic that are connected to that characteristic.
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.

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

9.7.0.2 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.

9.7.0.3 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.

9.7.0.4 Tackle prejudices and promote understanding.

9.7.0.5 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

9.7.1 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.

9.7.2 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

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

9.8 Corporate Parenting

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

9.9 Consulting and Engagement

9.9.0 None in the context of this report

9.10 Environmental Impact

9.10.0 None in the context of this report

9.11 Background Papers

9.11.0 None

	<h2>Policy & Resources Committee</h2> <h3>13th December 2022</h3>
Title	Business Planning 2023-2027 and in-year Financial Management 2022/23
Report of	Chair of Policy and Resources Committee
Wards	All
Status	Public
Urgent	Yes
Key	Yes
Enclosures	<p>Appendix A: Medium Term Financial Strategy (MTFS)</p> <p>Appendix B: Breakdown of savings and income generation proposals</p> <p>Appendix C: Breakdown of service pressures</p> <p>Appendix D: Breakdown of bad debt write offs</p> <p>Appendix E: Updated Capital Programme</p> <p>Appendix F: Q2 22-23 Strategic risks</p> <p>Appendix G: Q2 22-23 High level risks</p>
Officer Contact Details	<p>Anisa Darr – Executive Director of Strategy and Resources (S151 Officer) Anisa.Darr@barnet.gov.uk</p> <p>Jyotika Dabasia – Assistant Director of Finance Jyotika.Dabasia@barnet.gov.uk</p>

Summary

Following the Chancellor's budget announcement on 17th November, officers have refreshed the council's MTFS ahead of the budget setting process. The refreshed MTFS being presented to this Committee takes into account funding announcements and revised assumptions around inflation.

A review of in year and on-going service pressures and revised savings and income generation opportunities has also been undertaken and these have been factored into the refreshed MTFS.

This report also seeks Committee approval for a series of budget management decisions for 2022/23 required as part of normal business in line with the organisations Financial Regulations.

Officers Recommendations

That the Committee:

Regarding the Medium Term Financial Strategy (MTFS):

1. Approves delegated authority to the Executive Director of Resources (S151 Officer) to amend the MTFS in line with the 2023/24 Local Government Finance Settlement, to enable the 2023/24 Budget Consultation process to commence as discussed in paragraph 2.12;
2. Notes the summary of the 2022 Autumn Statement and initial financial implications for Local Government in 2023/24;
3. Approves and note the updates to the 2023/24 MTFS and estimate of 2023-27 budget gap. This will be updated to take account of information from the December 2022 finance settlement;
4. Notes the current MTFS attached as Appendix A and key components summarised in paragraphs 2.7-2.12;
5. Agrees that the savings proposals as set out in Appendix B, subject to consultation and equalities impact assessment, come back to Policy and Resources Committee in February 2023 for referral to Full Council in March 2023 for final approval of the 2023/24 budget including Council Tax;
6. Notes the plans to address future year budget gaps as detailed in 2.13-2.14; and
7. Notes the current position on the Eight Authority Business Rates Pool for 2023/24 discussed in paragraph 2.3.7, and delegates authority to the Executive Director of Resources (S151 Officer) to take all necessary actions to participate in and execute the agreement.

Regarding consultation on budget and council tax proposals:

8. Agrees to consult on the use of the Council's flexibility to raise the level of General Council Tax by 1.80% in 2023/24 as discussed in paragraph 2.4;
9. Agrees to consult on the use of the Council's flexibility to apply a 2.00% Social Care Precept, to help fund pressures in social care as set out in paragraph 2.4; and
10. Approve that the council's budget consultation will be launched in the week of 19 December 2022 for a period of 6 weeks after which the budget, with a cumulative equalities impact assessment, will be considered by this Committee on 22 February 2023, before it is referred to Full Council in March 2023.

In respect of routine financial matters for 2022/23:

11. Notes the contingency budget and allocations from it in section 3.1;
12. Approves the virement set out in 3.2.3 and 3.2.4.
13. Approves the delegation of the virements set out in 3.2.5-3.2.7 to the Chief Finance Officer (S151 Officer).
14. Approves the writes-offs for Business Rates debt, Housing Benefit Overpayments debt, Sundry Debt, Housing Revenue Account tenant arrears and General Fund tenant arrears as detailed in section 3.3;
15. Approves the revised Capital Programme and financing of it as detailed in paragraph 3.4 (also Appendix E) including reprofiling of budgets to and from future years, accelerations, additions, and deletions; and
16. Notes the Quarter 2 2022/23 Corporate Risk Register in Section 4 and Appendices F and G.

1. Why this report is needed

1.1 Executive Summary

- 1.1.1 This committee received an update to the Business Planning 2023-27 and Medium Term Financial Strategy (MTFS) process at its meeting in September 2022. Following the Chancellor's Autumn Statement on 17th November, this report provides a further update on the MTFS taking into account funding announcements and revised assumptions around inflation, service pressures and savings.
- 1.1.2 The main subject for this report is business planning for 2023/24 and the MTFS period to 2026/27, set out in Section 2 and Appendix A.
- 1.1.3 It also presents some routine 2022/23 items for P&R committee approval in line with financial regulations. These are set out in Section 3. The proposed revisions to the capital investment programme are detailed in Appendix E.

2. Business Planning for the years 2023-27

2.1 National Context

- 2.1.1 On 17th November 2022, the Chancellor delivered the 2022 Autumn Statement. In addition to the updates on the performance of the UK economy and health of the public finances, the Chancellor set two new fiscal policy rules which guide the Autumn Statement:
 - Public sector net debt (excluding the Bank of England) needs to be falling as a percentage of GDP by the fifth year of the rolling forecast; and

- Public sector net borrowing (the deficit) needs to be below 3% of GDP by the fifth year of the rolling forecast.

2.1.2 To meet these targets, the Autumn Statement presented public finance measures related to tax and spending worth £55 billion by 2027/28. Of this, around £30 billion was related to spending policy decisions and £24 billion through tax policy decisions.

2.1.3 The Autumn Statement confirmed that departmental spending levels will be protected in cash terms (2023-24 and 2024-25) but this does represent a real terms cuts due to inflationary impacts on departmental budgets.

2.2 Impact on residents

2.2.1 The main direct impacts of the Autumn Statement on residents include:

- The **Energy Price Guarantee** has been adjusted to £3,000 from April 2023. This means that a typical household will pay £3,000 per annum, rather than the £2,500 as it currently stands;
- An additional £900 **Cost of Living payment** in 2023/24 for residents on means-tested benefits;
- **Pensioner** households will receive an additional £300 Cost of Living payment in 2023/24;
- Individuals on **disability benefits** will receive an additional £150 Disability Cost of Living payment in 2023/24;
- In 2023/24, **benefits**, including **state pensions**, will rise in line with inflation measured by September CPI (10.1%);
- The **benefit cap** will be raised by 10.1%, from April 2023, i.e. In Greater London, this equates to an increase from £23,000 to £25,323 for families and an increase from £15,410 to £16,967 for single adults;
- Increasing the **national living wage** by 9.7% to £10.42 per hour from April 2023;
- An extension to the **Household Support Fund** over 2023-24, which equates to £1bn additional funding; and
- A cap on the increase on **social housing rents** with a maximum of 7% compared to ~11.1% under current rules.

2.3 Impact on Businesses

Business Rates

2.3.1 From 1 April 2023, a revaluation will update the rateable values of all non-domestic properties in England to reflect the property market as at 1 April 2021.

2.3.2 For previous revaluations, transitional arrangements between existing and new bills have been introduced, usually lasting for 5 years and with relief to increased bills being funded by additional charges to those with reduced bills to make it revenue neutral.

2.3.3 As the revaluation period is moving to three years from 2023, so is the transitional relief scheme and the relief applied to increased bills is to be funded by the Exchequer at a cost of £1.6bn rather than additional charges to ratepayers with otherwise reduced bills.

2.3.4 The caps to increased bills are higher for the 2023 scheme than they were for the last revaluation in 2017.

Business Rates Reliefs

2.3.5 The Autumn Statement also announced a £13.6 billion support package to protect ratepayers facing increase. This includes:

- Freezing of the Business Rates multipliers for 23/24;
- A Transitional Relief scheme to limit the rate at which bills can increase;
- A more generous Retail, Hospitality and Leisure relief; and
- A Supporting Small Business scheme to cap bill increases for business that lose relief due to the revaluation.

2.3.6 The government also announced that local authorities will be fully compensated for any loss of income as a result of these business rates measures and will receive new burdens funding for administrative and IT costs.

Business Rates Pool

2.3.7 Given the Business Rates revaluation, there is continued uncertainty about whether or not there will be an Eight Authority Business Rates Pool for 2023/24. If the pool does go ahead, this could be a benefit of £1.7m for Barnet and, as this is a one off benefit for 2023/24, it will be used to fund transformation.

2.4 Council Tax

2.4.1 The Statement announced additional flexibility for local authorities in England in setting council tax, by increasing the referendum limit for increases in council tax to 3% per year from April 2023.

2.4.2 In addition, local authorities with social care responsibilities will be able to increase the adult social care precept by up to 2% per year.

2.4.3 The previous policy, set at the 2021 Spending Review, was for a general limit of 2%, with an extra 1% for adult social care.

2.4.4 For Barnet, each 1% increase in Council Tax generates an additional £2m income and, based on 2022/23 Council tax rates, represents an increase of £13.51 per annum on a Band D property.

2.4.5 The revised MTFs models increases of 1.8% Council tax for 2023/24 and 2.80% for each of the years 2024/25 to 2026/27. It also models increases of 2.00% for the social care precept for each of the MTFs years and the Committee is asked for its agreement to consult on these.

2.5 Social Care

2.5.1 The Statement announced the national rollout of **social care charging reforms** has been delayed from October 2023 to October 2025 but that the funding intended for implementation will be retained in local authorities to help meet current pressures.

2.5.2 An additional £1 billion of **new social care grant funding** in 2023/24 was announced for increasing to £1.7 billion from 2024/25. Of the £1bn in 2023/24,

- £600 million will be distributed through the Better Care Fund, with the intention of getting people out of hospital on time into care settings; and
- £400 million in 2023/24 will be distributed through a new grant ringfenced for adult social care which is also intended to help to support discharge.

2.5.3 Is it unclear how much of this additional funding will go to local authorities versus Integrated care systems (ICSs).

2.6 New Homes Bonus

2.6.1 The MTFs presented to September P&R Committee assumed that £1.2m New Homes Bonus funding would continue or be replacement by alternative funding. The Autumn budget was silent on this and the MTFs assumes it will continue.

2.7 Impact on MTFs

2.7.1 The various measures set out to support with the cost of living (uprating benefits, protecting pensions, continuing the Household Support Grant and the continuation of the Energy Price Cap) will provide support our the most vulnerable residents.

2.7.2 However, the council still faces a great degree of uncertainty on future funding. Increasing council tax during a period when residents are facing cost of living pressures is a very difficult decision but without adequate, longer term sustainable funding, we need to take measures to ensure we can continue to meet the increase in demand for services due to post pandemic demand, high inflation and cost of living pressures.

2.7.3 The impacts of the Autumn Budget 2022 on the MTFs are shown below:

- Additional flexibility to raise **Council Tax and Adults Social Care Precept**: increasing Council Tax to 1.99% and the Social care precept increase to 2.00% generates additional income of **£4.1m** for the council;
- **Better Care Fund and Adult Social Care Grant** increase of **£2m**;
- **Business Rates multiplier** compensated by CPI – we are still working through the implications of this for the council;
- **22/23 Services Grant**: In 2022/23, the council was provided with a grant to cover employer costs due to the increase in National Insurance Contributions (which were to fund a new Health and Social Care Levy). As the Levy is no longer being introduced as a separate tax from April 2023 the Statement announced that budgets will be adjusted to remove this compensation. For Barnet this amounts to a **loss of £4.049m** grant income; and

2.8 Savings and Income Generation

2.8.1 To address the budget gap identified between 2023-27, Theme Committees have been asked to consider a programme of savings for the five-year period 2023-27.

2.8.2 Theme Committees reviewed the savings proposals that were included in the MTFs presented to this Committee in September 2022. For 2023/24, £8.636m savings were included in the MTFs presented to September Committee and £16.009m across the MTFs period. Since then, additional deliverable savings have been identified which increase the total savings for 23/24 to £11.778m and £19.909m across the MTFs period as shown below. Further detail is shown in Appendix B.

Department	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total savings £'000
Adults and Health	(2,997)	(1,140)	0	0	(4,137)
Assurance	(55)	(60)	(75)	(50)	(240)
Childrens and Family Services	(1,084)	(661)	(400)	(200)	(2,345)
Customer & Place	(2,835)	(3,596)	(480)	(372)	(7,293)
Strategy & Resources	(4,807)	(797)	(300)	0	(5,894)
Total	(11,778)	(6,254)	(1,255)	(622)	(19,909)

2.8.3 Theme Committees delegated to an Executive Director in consultation with the Chair of the relevant Committee, the authority to make any amendments to the savings presented for their committee and for these to be recommended to Policy & Resources Committee to form part of the overall MTFs.

2.8.4 There are several savings proposed for which the service areas fall under the responsibility of P&R Committee for approval. These, and the rest of the savings reviewed by Theme Committees are listed in Appendix B.

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

2.9 Service pressures

2.9.1 As part of the budget setting process, council services have been consulted on the pressures that they expect to either carry forward or to emerge over the MTFs period. These include an on-going un-funded 2022/23 pressure of up to £4.6m for Adults & Health, forecasts for increases in demand or other pressures as they were identified.

2.9.2 For 2023/24, £18.995m pressures were included in the MTFs presented to September Committee and £42.696m across the MTFs period. A review of pressures and non-pay inflation has resulted in a reduction to £17.303m for 2023/24 and £34.568m across the MTFs as shown below and in Appendix C:

Department	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total £'000
Adults & Health	12,026	6,372	3,270	3,183	24,850
Assurance	48	0	0	0	48
Children and Family Services	2,997	1,188	1,188	1,388	6,762
Place & Customer	2,232	320	330	26	2,908
Strategy & Resources	0	0	0	0	0
Total Pressures	17,303	7,880	4,788	4,598	34,568

2.10 Inflation Funding

2.10.1 Pay inflation of 4% has been assumed for 2023/24 and 2024/25, reducing to 2% for 2025/26 and 2026/27.

2.10.2 Inflation is a clear risk and the council will continue to review the latest data, both overall and in different sectors (e.g. construction materials).

2.10.3 The MTFs assumes non-pay inflation of 7.97% for 2023/24, and 4.0%, 1.5% and 1.9% for 2024/25, 2025/26 and 2026/27 respectively.

2.11 Other Grants

- **Dedicated Schools Budget (DSG)** the Autumn Statement confirmed that the core schools budget in England will receive an additional £2.3 billion of funding in 2023-24 and £2.3 billion in 2024-25. The implications of this for Barnet are still to be confirmed.
- **Public Health Grant (PH)** – in previous years, the PH Grant has been uplifted by or close to inflation but the Autumn Statement did not confirm if this would be the case for 2023/24. The MTFs assumes an uplift of 7.97% (in line with assumptions made on non-pay inflation) but this may change when further details are known.

The Public Health Grant currently funds statutory and non-statutory services such as sexual health, Healthy Child Programme, drug and alcohol, smoking cessation, healthcare public health, resilience school programme targeted to local needs and aimed at improving public health outcomes. Currently, 19.1% of the PH Grant is used to fund General Fund activities in the council deemed to improve public health outcomes. These include prevention contracts in adult social care, early help interventions in family services and green spaces projects.

2.12 Progress towards Balancing the MTFs

2.12.1 Taking all the changes into account, leaves a gap of £1.748m for 2023/24 and £10.333m across the MTFs as shown below:

MTFS Summary	2023/24	2024/25	2025/26	2026/27
Resources vs. Expenditure	£m	£m	£m	£m
Expenditure	378.418	407.746	427.717	447.125
Resources	(364.891)	(381.681)	(399.190)	(416.882)
Cumulative (Surplus)/Shortfall to Balanced Budget	13.527	26.065	28.526	30.242
In Year Budget Gap before Savings	13.527	14.287	10.494	10.955
Efficiencies and Income Generation options Proposed	(11.778)	(6.254)	(1.255)	(0.622)
(Surplus)/Shortfall to Balanced Budget	1.748	8.033	9.239	10.333
In year savings requirement	13.527	12.539	2.461	1.716

2.12.2 The final revisions for the 2023/24 MTFs and estimate of 2023/24 to 2026/27 budget gap will be presented to this Committee in February 2023. This will be updated to take account of the 2023/24 Local Government Finance Settlement which is expected in December 2022.

2.12.3 Subject to agreement from this Committee, the council will launch a 6 week budget consultation in the week beginning 19th December 2022.

2.13 Barnet's approach to the financial challenge

2.13.1 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.

2.13.2 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.

2.13.3 The scale of the ongoing financial challenges means the way we deliver our services will continue 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.

2.14 **2024/25 and future years.**

2.14.1 A cross organisational forum for senior officers called the Think Tank has been established to engage with and get involved in the wider transformation agenda.

2.14.2 It will work on a range of initiatives that will help the council achieve the vision of being one that cares for people, our places and the planet, underpinned by being an engaged and effective council.

2.14.3 Work has already progressed to support the development of the council's MTFs and consider savings ideas relating to areas of high spend, low outcomes; high spend, prevention and efficiency. This includes discussion to progress (and identify new potential) cross-cutting initiatives that may support the delivery of the MTFs over the longer term.

2.14.4 Initial proposals from Think Tank (which require further work to assess viability and scope) include:

- Sweating our estate assets (including wider parks and green spaces);
- Service Review programme and more automation/use of IT;
- Place based working - rationalisation of management and support for services that are delivered on a locality basis;
- Recovery of losses from third parties - maximising the recovery of costs across the organisation;
- Use of agency staff/recruitment controls; and
- Use of CIL/s106 monies – better use of money received from developers.

2.14.5 Updates on these proposals and other initiatives will be reported to future committees.

2.15 **Contingency**

2.15.1 The contingency budget is a useful tool in effective financial management of an organisation. It provides a mechanism to allocate additional funding on a temporary or permanent basis during the financial year, for example if there is an adverse equality impact that cannot be mitigated. 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.

2.15.2 The proposed MTFS allows a general, uncommitted contingency of £5m per annum for each year of the MTFS.

2.16 Risks to the MTFS

2.16.1 The below known risks which are un-predictable and difficult to quantify have not been factored into the current MTFS:

- **Demographic increases** - the MTFS factors in a significant increase in demographic pressures, however if the increases that services experience are more than this, then this could result in an overspend across those services impacted such as Adults, Children's and Housing.
- **Inflation** - the current MTFS assumes an average 7.97% increase in contract spend. Inflation is a clear risk and the council will continue to review the latest data, both overall and in different sectors (e.g. construction materials).
- **Recession** - no assumptions have been made in the MTFS of impacts of any economic recession. These impacts could present in a number of ways including:
 - Reduction in business rates;
 - Reduction in Community Infrastructure levy (CIL) income;
 - Increase in hardship/discretionary allowances;
 - Reduction in fees and charges;
 - Additional Inflationary costs;
 - Interest rates;
 - Increased demand for council services;
 - Changes in property prices;
 - Currency fluctuations.
- **Temporary Accommodation pressure** - there is an insufficient supply of affordable, local, temporary accommodation. The council is looking at options to manage this, however there is a risk that the costs of this may exceed those provided for within the budget.
- **Fair Funding Review** – the MTFS assumes no benefit or dis-benefit for the Fair Funding Review.

3. 2022/23 Routine Financial Matters

3.1 Contingency

3.1.1 The table below shows how the contingency budget has been fully allocated for 2022/23:

Contingency Budget 2022/23	14,376
Posted in 2022/23	
Intelligence and Insight Post (Public Health)	(120)
Assurance Assistant Director post	(128)
LGA Membership	(72)
Procurement Services	(100)
CCTV	(301)
Climate Change	(350)
22/23 Non-Pay inflation	(7,801)
Total Posted	(8,872)
22/23 Commitments not yet posted	
22/23 Pay inflation	(5,474)
Balance for Inflationary Pressures	(30)
To be posted	(5,504)
TOTAL Remaining	0

3.2 Virements

3.2.1 The constitution requires that any virement from contingency of £0.250m or above are approved by the Policy & Resources Committee. Further, any virements between services over £0.250m must also be approved by the Policy & Resources Committee.

3.2.2 On 19th July 2022 this committee agreed to a £0.400m virement to increase service budgets following the increase to fees and charges. This was an estimated figure and the actual virement required is £0.532m.

3.2.3 On 1st November Full Council approved the revised fees and charges schedule effective from 1st January 2023. The table below shows the virements that are required to transfer the budgets from departmental budgets to contingency.

Service	Virement required
Adults and Health	(49,901)
Childrens Family Services	(9,497)
Customer and Place	(473,181)
Strategy & Resources (Contingency)	532,579
Total	0

3.2.4 The intention is for the budget to fund Community Hubs and Ward Walks and the virement is being made to contingency as the actual final costs of these for 2022/23 are not yet known.

3.2.5 Committee are asked to approve the delegation of the final virement from the contingency budget to Assurance to the Chief Finance Officer (S151 Officer).

3.2.6 At the beginning of November, an agreement was reached on the pay award for Local Government Services for 2022/23. This equates to an increase of £2,229 for all full time equivalent staff except Chief Officers where an increase of £1,925 was agreed. As detailed in 3.1.1, £5.474m has been put aside in contingency to cover this increase.

3.2.7 Committee are asked to approve the delegation of the virement for 22/23 pay inflation from the contingency budget to departments to the Chief Finance Officer (S151 Officer).

3.3 Debt Write-Offs

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

Business Rates (NDR)

3.3.2 Irrecoverable Business Rates debts of £621,548.52 are requested for write off. The individual debts are all over £5,000 and cover the financial years from 2011 to 2022.

3.3.3 All the debts are in respect of closed accounts. Some are in respect of debtors who have absconded, including some who are known to be abroad and out of our jurisdiction. Other debts are either limited companies that have been dissolved or wound up, or companies registered abroad. None or insufficient monies to clear these debts have been yielded as Business Rates debts do not rank as preferential debt in insolvency proceedings. Therefore, no further action can be taken.

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

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

Year Debt Raised	Costs	Liability	Grand Total
2011		£751.30	£751.30
2012		£3,285.00	£3,285.00
2013		£3,372.60	£3,372.60
2014		£3,438.30	£3,438.30
2015		£1,005.25	£1,005.25
2017	£340.00	£51,687.47	£52,027.47
2018	£340.00	£99,037.81	£99,377.81
2019		£155,383.92	£155,383.92
2020	£340.00	£146,964.70	£147,304.70
2021	£340.00	£137,917.74	£138,257.74
2022		£17,344.43	£17,344.43
Total	£1,360.00	£620,188.52	£621,548.52

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

Reason	Sum of Total Debt
Administration	£74,273.04
Liquidation	£150,717.32
Insolvency	£396,558.16
Total	£621,548.52

Housing Benefit Overpayments

3.3.7 Housing Benefit overpayments totalling £468,912.84 are requested for write-off. The individual debts are all over £5,000 and cover the financial years 2011 to 2022.

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

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

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

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

Year Debt Raised	Total Debt
2011	£21,989.00
2012	£21,206.82
2013	£18,115.42
2014	£12,733.13
2015	£6,581.57
2016	£21,522.87
2017	£52,247.18
2018	£23,405.67
2019	£45,057.54
2020	£40,489.30
2021	£16,368.34
2022	£189,196.00
Total	£468,912.84

3.3.12 Breakdown of reason codes:

Reason	Value
Appeal	£21,206.82
Bankruptcy	£10,869.11
Debt Relief Order	£5,389.61
Deceased	£170,385.59
Individual voluntary Arrangement*	£30,527.99
LA Error**	£230,533.72
Total	£468,912.84

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

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

Income (Sundry Debt)

3.3.13 Sundry income totalling £216,769.69 are recommended for write off. The individual debts are over £5,000 and cover the financial years 2010–2019.

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

Financial Year of Debt	Total Debt
2010	£65,500.33
2012	£103,965.75
2016	£5,096.30
2019	£30,291.75
2020	£11,915.56
Total	£216,769.69

Reason for Write-Off Totals	Value
Insufficient funds in estate	£204,877.24
Recovery action exhausted	£11,892.45
Total	£216,769.69

Tenant Arrears Write Offs - HRA

3.3.15 Tenant Arrears relating to HRA are recommended for write off. Individual debts over £5,000 totalling £105,026.54 covering the financial year 2016/17 & 2017/18 are recommended for write off. In addition, P&R are asked to note individual debts under £5,000 totalling £158,262.28 covering the financial years 2016/17 through to 2022/23 which are being written off.

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

- 'statute barred' which means the Council cannot lawfully recover any debt from the former tenants because the debt is more than six years old and so the time period allowed by law for such recovery has passed.
- 'uneconomical to pursue' which means that the debt is too small to warrant any recovery action.
- 'deceased no estate' which means that there is no estate for the deceased which can be considered to recover from
- 'unsuccessful from debt collection agency' which means that the tracing agent has been unsuccessful in obtaining a forwarding address
- 'vulnerability' which means that the former tenant is particularly vulnerable and the debt is not being pursued
- 'final settlement' meaning an agreement has been made for part payment towards the debt as full & final settlement
- 'senior management decision' which means that senior managers have requested that the debt be written off due to particular circumstances
- 'debt relief and/or bankruptcy orders' have been applied and as such the debt is not being pursued

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

3.3.18 The table below details the breakdown of the write offs by year for balances less than £5,000

totalling £158,262.28 are:

Debt Category	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	CURRENT*	Total
Deceased Without Estate		£437.78	£2,604.78		£772.04	£1,256.42			£5,071.02
Statute Barred	£93,994.90								£93,994.90
Debt Relief Order/Bankruptcy				£1,347.00				£3,197.75	£4,544.75
Uneconomical to Pursue	£620.66	£897.64	£935.90	£577.95	£134.02	£82.54			£3,248.71
Unrecoverable - Vulnerability	£272.43		£986.24		£1,100.92	£501.07		£451.75	£3,312.41
Unsuccessful from Agency	£45,989.79		£1,230.81						£47,220.60
Settlement agreement with agency		£304.42	£199.64						£504.06
Management discretion					£301.24		£64.59		£365.83
Grand Total	£140,877.78	£1,639.84	£5,957.37	£1,924.95	£2,308.22	£1,840.03	£64.59	£3,649.50	£158,262.28

*no termination date as these apply to active accounts.

3.3.19 The breakdown of the write offs greater than £5,000 totalling £105,026.54 are as follows:

Debt Category	2016/17	2017/218	2018/19	2019/20	2020/21	2021/22	CURRENT*	Total
Deceased Without Estate								£0.00
Statute Barred	£42,151.90							£42,151.90
Debt Relief Order								£0.00
Uneconomical to Pursue								£0.00
Unrecoverable - Vulnerability								£0.00
Unsuccessful from Agency	£38,780.98	£24,093.66						£62,874.64
Settlement agreement with agency								£0.00
Grand Total	£80,932.88	£24,093.66	£0.00	£0.00	£0.00	£0.00	£0.00	£105,026.54

*no termination date as these apply to active accounts.

Tenant Arrears Write Offs – General Fund

3.3.20 Tenant Arrears relating to the general fund are recommended for write off. Individual debts over £5,000 totalling £394,954.58 covering the financial year 2016/17 to 2022/23 are recommended for write off. In addition, P&R are asked to note individual debts under £5,000 totalling £396,818.37 covering the financial years 2016/17 through to 2022/23 which are being written off.

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

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

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

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

3.3.23 The breakdown of the write offs less than £5,000 totalling £396,818.37 are as below:

Debt Category	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Total
Deceased Without Estate	£6,155.66							£6,155.66
Statute Barred	£214,950.13							£214,950.13
Debt Relief Order				£455.10				£455.10
Uneconomical to Pursue	£13.00	£3,762.54	£2,199.44	£3,053.11	£3,801.18	£1,850.87	£19.20	£14,699.34
Unrecoverable - Vulnerability/ SWEP	£434.05							£434.05
Unsuccessful from Agency	£158,272.33					£904.10		£159,176.43
Settlement agreement with agency		£787.73	£121.53		£18.47	£19.93		£947.66
Grand Total	£379,825.17	£4,550.27	£2,320.97	£3,508.21	£3,819.65	£2,774.90	£19.20	£396,818.37

3.3.24 The breakdown of the write offs greater than £5,000 totalling £394,954.58 are as below:

Debt Category	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	CURRENT*	Total
Deceased Without Estate								£0.00
Statute Barred	£177,405.89							£177,405.89
Debt Relief Order	£5,072.43						£6,087.39	£11,159.82
Uneconomical to Pursue								£0.00
Unrecoverable - Vulnerability/ SWEP								£0.00
Unsuccessful from Agency	£206,388.87							£206,388.87
Settlement agreement with agency								£0.00
Grand Total	£388,867.19	£0.00	£0.00	£0.00	£0.00	£0.00	£6,087.39	£394,954.58

*no termination date as these apply to active accounts.

3.4 Capital Programme

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

3.4.2 The Capital Programme, incorporating changes approved at this Committee's September 2022 meeting and subsequent additions, is described in the following sections.

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

Summary of Proposed Capital Programme after changes

Theme Committee	2022-23	2023-24	2024-25	2025-26	2026-27	Total
	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	5,254	4,606	3,762	0	0	13,621
Housing and Growth (Brent Cross)	75,283	39,151	24,939	0	0	139,373
Children, Education & Safeguarding	16,275	9,179	9,376	5,431	5,821	46,082
Community Leadership and Libraries	2,274	200	0	0	0	2,474
Environment and Climate Change	31,935	25,774	17,864	12,960	0	88,533
Housing and Growth Committee	87,373	123,847	56,287	35,345	860	303,713
Policy & Resources	20,475	7,984	4,770	0	0	33,229
Total - General Fund	238,869	210,741	116,998	53,736	6,681	627,025
Housing Revenue Account	110,139	100,569	68,053	60,847	46,774	386,382
Total - All Services	349,007	311,309	185,051	114,584	53,455	1,013,407

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

Slippage/Acceleration

3.4.5 The net slippage/acceleration was £58.250m with £61.550m spend being slipped out of the 2022/23 financial year into future periods and £3.300m accelerated into 2022/23.

Capital program changes since July 2022 P&R Committee

Budget Movement Type	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget	Total Budget
	£000	£000	£000	£000	£000	£000
September 2022 Council Approved Programme	424,669	260,174	149,434	101,507	860	936,645
Slippage/ Acceleration	(58,250)	30,610	13,458	6,248	7,934	0
Additions	13,949	19,006	12,532	11,270	29,561	86,317
Deletions	(215)	(9,337)	0	0	0	(9,552)
December 2022 P&R Revised Programme	380,153	300,453	175,424	119,025	38,355	1,013,407

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

Summary of Net Slippage

Theme Committee	Net Slippage	Net Acceleration	Net Slippage/ Acceleration
	£000	£000	£000
Adults and Safeguarding	(531)	0	(531)
Housing and Growth (Brent Cross)	(9,350)	1,295	(8,055)
Children, Education & Safeguarding	(1,200)	912	(287)
Community Leadership and Libraries	0	0	0
Environment and Climate Change	(3,502)	1,093	(2,409)
Housing and Growth Committee	(31,437)	0	(31,437)
Policy & Resources	0	0	0
Total - General Fund	(46,020)	3,300	(42,720)
Housing Revenue Account	(15,530)	0	(15,530)
Total - All Services	(61,550)	3,300	(58,250)

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

Additions

3.4.8 Replacement Finance, HR and Procurement systems (11.012m) - This programme covers the replacement of Finance, HR and Procurement systems. Integra 2, the finance ledger, becomes unsupported in March 2024 and as a result the council can no longer remain as is. A comprehensive review and options analysis of the systems showed they no longer meet business need, provide poor value for money and there is a mature market for a modern replacement. The review concluded and subsequently signed off that an ERP replacement provides the best value for money for the Council in the medium term in the form of both quality and revenue savings for the MTFs.

3.4.9 Pan-London Secure Children's home (£0.080m) – Provision of secure residential accommodation and education facility for high-dependency young people. To provide care,

support and opportunity for our most vulnerable adolescents across London.

3.4.10 Brent Cross West Station (0.033m) - BXW Station Gowlings legal fees related to the Side Agreement.

3.4.11 Barnet Homes GLA development programme (£11.228m) - In line with the HRA business plan to cover the costs across three schemes.

3.4.12 Graham Park NE (£2.550m) - In line with the HRA business plan to cover the costs of the next stages of the redevelopment.

3.4.13 Extra Care - housing (Stag) (£2.088m) – Final works costs for Stag House which will deliver 51 homes for extra care.

3.4.14 HRA Additions in line with HRA 30-year business plan (£49.774m) - The HRA Capital programme budgets have been updated to reflect the next 5 years of the 30-year HRA Business plan. The forecast for HRA developments have been updated to reflect the latest delivery requirements in terms of cost, profiling and forecast funding for the next 5 years.

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

Financing for Proposed Capital Programme

Theme Committee	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
Adults and Safeguarding	9,752	155	38	0	3,471	0	205	13,621
Housing and Growth (Brent Cross)	109,566	0	17,517	1,011	0	0	11,280	139,374
Children, Education & Safeguarding	39,931	2,809	158	0	363	0	2,823	46,083
Community Leadership and Libraries	0	0	0	0	2,363	0	111	2,474
Environment	3,795	6,354	395	0	42,290	0	35,698	88,532
Housing and Growth Committee	54,369	7,938	13,676	491	38,841	11,700	176,698	303,713
Policy & Resources	1	45	166	0	4,183	0	28,834	33,229
Total - General Fund	217,414	17,301	31,949	1,502	91,510	11,700	255,649	627,026
Housing Revenue Account	25,819	3,700	10,989	53,586	0	0	292,288	386,381
Total - All Services	243,233	21,001	42,938	55,088	91,510	11,700	547,937	1,013,407

Borrowing

3.4.16 £548m of the total capital programme will be funded from borrowing of which £125m is on-lent to Opendoor Homes for the acquisition or delivery of new housing.

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

3.4.18 Included in the total Capital programme, there is £11.7m borrowing from the Mayor's Energy Efficiency Fund. This borrowing is cheaper the PWLB borrowing and is only eligible to use on projects intended to achieve net zero.

Capital Receipts

3.4.19 The council has previously highlighted a risk in the level of capital receipts that it currently holds or forecasts to receive. Capital Receipts are proceeds of capital sales (land, buildings,

etc.) and are re-invested into purchasing other capital assets.

3.4.20 £42.9m of the above capital programme is planned to be funded by capital receipts. Of the £42.9m, £10.9m will be funded from HRA capital receipt (RTB Receipts) and £31.9m from General Fund Receipts.

3.4.21 Current receipts are standing at £30.026m with £28.582m being HRA receipts and the remaining £1.443m are General Fund receipts. The current disposal programme estimates General Fund disposals of £2.5m in 22/23, £9.158m in 23/24 and £8.325m in 24/25.

3.4.22 Assuming no further General Fund disposals there would be a shortfall of capital receipts which would be replaced by borrowing which would result in additional interest and MRP costs.

3.4.23 Of the £10.9m capital receipts planned to fund HRA expenditure in 2022/23, £8.143m will be funded from Right to Buy Receipts and the balance will be funded from other HRA capital receipts. HRA funding will also finance Open Door New Build Housing (£6.28m), of which is shown in the above table under Housing and Growth Committee. Current HRA capital receipt balances plus future estimates suggest that there will be enough HRA capital receipts to fund the relevant projects.

Capital Grants & Contributions

3.4.24 The current capital programme shows £243.4m will be funded from Capital Grants. S106 and CIL are standing at £21.0m and £91.5m, respectively.

3.4.25 Capital grants are mainly received from central government departments (such as the Brent Cross grant from MHCLG) or other partners or funding agencies (such Transport for London, Education Funding Authority).

3.4.26 S106 contributions are a developer contribution towards infrastructure; confined to specific area and to be used within specific timeframe.

3.4.27 Community Infrastructure Levy (CIL) funds are developer contribution towards infrastructure; can be used borough wide but still has time restrictions on use.

3.4.28 Current capital programme forecasts plus future estimates suggest that there will be enough S106 contributions to fund the relevant projects.

4. 2022/23 Quarter 2 Risk Register

4.1.1 The council has an established approach to risk management, which is set out in the risk management framework. All strategic and service risks are reviewed on a quarterly basis to ensure they remain relevant and the controls/mitigations in place to manage the risks remain effective.

4.1.2 The Q2 review of risk showed 25 strategic risks (see Appendix F), of which three were scored at a high-level (15+):

- Impact of economic downturn on the delivery and pace of future development (STR010);
- Cyber security leading to widescale disruption to services (STR013); and
- Cost of living impact on residents and businesses (STR027).

4.1.3 In addition, there were 23 service risks which were scored at a high-level (15+), which can be found in Appendix G. This quarter saw ongoing pressure on service budgets and residents' cost of living, which the council continues to proactively manage. Two new service risks were identified and scored at a high-level relating to the increase in Education, Health and Care Plans (ECHPs) in the borough that could potentially place a strain on staffing and transport arrangements for Special Educational Needs (SEN) children. These risks are being managed jointly with the Barnet Education and Learning Service (BELS).

5. Corporate Plan

5.1 The current corporate plan (Barnet Plan 2021-2025) was adopted in March 2021. Following the May 2022 elections, the council now has a new administration and a new corporate plan, consistent with the new administration's priorities will be brought forward shortly.

6. Financial Strategy

6.1 The organisational objectives in setting the MTFS are as follows:

- We will set a legal budget, balancing recurrent expenditure with estimated income within the medium term in order that the council has a sustainable financial position;
- We will plan over a medium term of at least 3 years in order that the council is fully informed as to future scenarios and can prepare appropriate action;
- A level of sustainable reserves will be maintained, this will be defined by the Section 151 officer during the budget setting process, considering prevailing risks and opportunities. For 2022, this has been identified as £15m for general fund balance and £40m for earmarked non-ringfenced revenue reserves;
- We will seek to build resilience to economic shocks and insulate from the requirement for sudden cuts to vital services;
- We will use reserves to invest in one-off investment or transformation requirements but not to the point of the organisation being in distress;
- We will ensure we have sufficient funding for on-going transformation and long term changes;
- We will provide a realistic amount of funding to support increasing demand, quickly addressing ongoing financial pressures with a permanent solution, reducing the instances where one off solutions are used;
- We will achieve the best possible outcomes within the funding available;
- We will ensure that budgets are aligned to the Barnet Plan and that we will actively disinvest where this is not the case;
- We will understand the implications of growth and ensure that both the reward and the increased costs to services are recognised;
- We will act lawfully and protect the integrity of regulations, ring fences and accounting rules; and
- We will be mindful of equality impacts and public consultation responses.

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

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

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

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

7. Reasons for recommendations

7.1 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.

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

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

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

8. Alternative options considered and not recommended

8.1 This report sets out a range of options across the council's remit to meet the budget challenge. This includes proposals for efficiency 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.

8.2 The council could consider alternative options to allocate contingency funding however these could result in service delivery problems or fail to address structural budget deficits.

8.3 The alternative option to reducing the capital programme would be to make revenue reductions in order to fund the cost of borrowing.

9. Post decision implementation

9.1 Approved recommendations will inform the next steps in the budget preparation for 2023/24 and the engagement in the budget consultation. 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 22 February 2023.

- 9.2 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.
- 9.3 Savings proposals along with the council tax requirement will then be taken to Council on the 8 March 2023.
- 9.4 Following approval of the recommendations in this report, budget changes will be processed in the financial accounting system and reflected against service areas for 2022/23 for revenue and capital.

10. Implications of decision

10.1 Corporate Priorities and Performance

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

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

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

10.3 Legal and Constitutional References

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

available to it to meet that expenditure.

10.3.3 Each fee or charge has its own legislative framework which determines whether it is based on cost recovery or gives guidance to how the fees or charges may be set.

10.3.4 Article 7 of the Council’s Constitution sets out the terms of reference of the Policy and Resources Committee which include:

- To be responsible for:
 - Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget (including all fees and charges); Medium Term Financial Strategy; and Corporate Plan to Full Council.
 - Finance including:
 - Treasury management
 - Local taxation
 - Insurance
 - Corporate procurement
 - Grants
 - Writing-off debt
 - Virements
 - Effective use of resources
 - Procurement Forward Plan.
 - Local Plans (except for matters reserved to Full Council).

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

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

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

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

10.4 **Insight**

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

10.5 **Social Value**

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

10.6 **Risk Management**

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

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

10.7 **Equalities and Diversity**

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

10.7.2 Decision makers should have due regard to the public-sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Council has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public-sector equality duty are found at Section 149 of the Equality Act 2010 and are as follows below.

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

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

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

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

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

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

- g) Tackle prejudice; and
- h) Promote understanding.

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

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

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

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

consultation responses to the budget.

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

10.7.11 This is set out in the council's Equalities Policy together with our Strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

10.7.12 More information on the council's Equalities, Diversity and Inclusion policy can be found on our website at [Equality and diversity | Barnet Council](#). The Finance and Business Planning EqlAs for 2023/24 can also be found on this link.

10.8 Corporate Parenting

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

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

10.9 Consultation and Engagement

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

- where there is a statutory requirement in the relevant legislative framework;
- where the practice has been to consult, or, where a policy document states the council will consult, then the council must comply with its own practice or policy;
- exceptionally, where the matter is so important that there is a legitimate expectation of consultation;
- where consultation is required to complete an equalities impact assessment.

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

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

- Comments are genuinely invited at the formative stage;

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

- 10.9.4 The council will conduct a budget consultation which will cover any proposals to increase council tax together with seeking views on proposed savings, and the council's budget overall. The consultation will begin week commencing 19th December 2022 and will run for a period of 6 weeks.
- 10.9.5 The consultation will be published on <https://engage.barnet.gov.uk/> and cover any proposals to increase council tax together with seeking views on the council's budget overall.
- 10.9.6 Residents and National Non-Domestic Rate (NNDR) Payers will be invited to give their views through an online questionnaire published on Engage Barnet. Paper copies will also be available on request.
- 10.9.7 As part of the Council's statutory duty to consult with National Non-Domestic Rate (NNDR) Payers, letters will be sent out to all the council's NNDR payers inviting them to take part in the consultation.
- 10.9.8 Alternative formats of the consultation will also be made available on request.
- 10.9.9 The consultation will be widely promoted via the Council's Residents' magazine, Barnet First; Barnet Online; local press; Twitter; and Facebook.
- 10.9.10 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 service user newsletters, circulars and super user mailing lists.
- 10.9.11 The consultation findings and the final budget will then be recommended to P&R committee on 22 February 2023 ahead of the final approval at Full Council on the 8 March 2023.
- 10.9.12 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.
- 10.9.13 Where appropriate, separate service specific consultations have already taken place or will be taking place for the 2023/24 savings. The outcomes of these consultations have or will feed into committee decision making process.

10.9.14 There are no direct consultation implications from the decisions recommended within this report.

10.10 Environmental Impact

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

11. Background papers

Committee	Item & Agenda	Link
Policy & Resources 29 September 2022	Item 9: Business Planning 2023-2027 and in-year financial management 2022/23	Agenda for Policy and Resources Committee on Thursday 29th September, 2022, 7.00 pm (moderngov.co.uk)
Policy & Resources 19 July 2022	Item 9: Revised Budget 2022/23 and Business Planning 2023-2027	Agenda for Policy and Resources Committee on Tuesday 19th July, 2022, 7.00 pm Barnet Council (moderngov.co.uk)
Full Council 01 March 2022	Item 13.1 Report from Policy and Resources Committee - Business planning	Agenda for Council on Tuesday 1st March, 2022, 7.00 pm Barnet Council (moderngov.co.uk)
Full Council 02 March 2021	Item 10.1 Business Planning – Corporate Plan, Budget for 2021/22, and Medium-Term Financial Strategy 2021-25	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=10237
Policy & Resources 8 February 2021	Item 9 Business Planning – Corporate Plan, Budget for 2021/22, and Medium-Term Financial Strategy 2021-25	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=10200

Summary MTF5

2022/23	MTFS Summary	2023/24	2024/25	2025/26	2026/27
£m	Resources vs. Expenditure	£m	£m	£m	£m
344.334	Expenditure	378.418	407.746	427.717	447.125
(336.380)	Resources	(364.891)	(381.681)	(399.190)	(416.882)
7.954	Cumulative (Surplus)/Shortfall to Balanced Budget	13.527	26.065	28.526	30.242
7.954	In Year Budget Gap before Savings	13.527	14.287	10.494	10.955
(7.954)	Efficiencies and Income Generation options Proposed	(11.778)	(6.254)	(1.255)	(0.622)
(0.000)	(Surplus)/Shortfall to Balanced Budget	1.748	8.033	9.239	10.333
	In year savings requirement	13.527	12.539	2.461	1.716
	Expenditure (Cumulative)				
333.101	Base Expenditure Budget	336.168	378.418	407.746	427.717
7.443	Inflation - Non Pay	13.284	7.444	2.903	3.732
2.727	Inflation - Pay	4.461	4.639	2.412	2.461
1.000	North London Waste Authority levy	0.500	1.500	1.500	1.500
(0.000)	Capital Financing (MRP)	(1.357)	1.224	2.208	1.216
0.000	Pensions: Employer Contribution and Deficit Recovery	0.000	0.000	0.000	0.505
11.170	Statutory / Cost Drivers Sub Total	16.888	14.807	9.024	9.414
(10.225)	Covid-19 Grant: Expenditure	0.000	0.000	0.000	0.000
14.019	Service Pressures and Investments	17.303	7.880	4.788	4.598
0.000	Contingency	5.000	5.000	5.000	5.000
(1.000)	Council Tax Discretionary Payment	0.000	0.000	0.000	0.000
(4.208)	Concessionary Fares (Freedom Pass)	1.599	0.850	0.850	0.000
(1.414)	Service Expenses sub total	23.901	13.731	10.638	9.598
0.501	Public Health Grant expenditure increase	1.461	0.791	0.309	0.397
0.000	Housing Benefit and Council Tax Administration Grant	0.000	0.000	0.000	0.000
0.000	Flexible Homelessness Support Grant	0.000	0.000	0.000	0.000
0.977	Market Sustainability and Fair Cost of Care Fund	(0.000)	(0.000)	0.000	0.000
1.478	Grant Income grossed up	1.460	0.791	0.309	0.397
344.334	Forecast Expenditure (Before Savings)	378.418	407.746	427.717	447.125
(7.954)	Approved Savings/ Further Efficiencies	(11.778)	(6.254)	(1.255)	(0.622)
336.380	Forecast Expenditure (After Savings)	366.639	401.492	426.462	446.503
	Forecast Resources (Calculated year by year)				
	Core Spending Power				
(42.825)	Business Rates (inc. core S31 Grants)	(57.898)	(28.926)	(29.376)	(29.376)
(19.731)	Business Rates (Top Up) / Tariff	(21.305)	(48.023)	(48.633)	(48.633)
(2.800)	Business Rates 8 authority pool income	0.000	0.000	0.000	0.000
(65.357)	Total Settlement Funding Assessment	(79.203)	(76.949)	(78.009)	(78.009)
(201.715)	Council Tax - General Element	(210.510)	(224.628)	(240.353)	(257.180)
(2.017)	Council Tax - Social Care Precept	(4.136)	(4.370)	(4.676)	(5.004)
(203.732)	Council Tax Income	(214.646)	(228.998)	(245.029)	(262.183)
(6.518)	Revenue Support Grant	(7.038)	(7.320)	(7.429)	(7.571)
(9.621)	Improved Better Care Fund Grant	(11.621)	(11.621)	(11.621)	(11.621)
(4.049)	2022/23 Services Grant	0.000	0.000	0.000	0.000
(12.059)	Social Care Grant	(12.059)	(12.059)	(12.059)	(12.059)
(4.847)	New Homes Bonus Grant	(1.200)	(1.200)	(1.200)	(1.200)
(0.619)	Lower Tier Services Grant	(0.619)	(0.619)	(0.619)	(0.619)
(37.713)	Government Grants	(32.537)	(32.818)	(32.928)	(33.069)
(306.801)	Core Spending Power Resources	(326.385)	(338.765)	(355.966)	(373.261)
(18.318)	Public Health Grant	(19.779)	(20.570)	(20.879)	(21.275)
(1.340)	Independent Living Fund Grant	(1.340)	(1.340)	(1.340)	(1.340)
(4.795)	Homelessness Grant	(4.795)	(4.795)	(4.795)	(4.795)
(0.556)	Local Council Tax Support Administration Grant	(0.556)	(0.556)	(0.556)	(0.556)
(1.357)	Housing Benefit Administration Subsidy Grant	(1.357)	(1.357)	(1.357)	(1.357)
(2.235)	PFI Credit Grant	(2.235)	(2.235)	(2.235)	(2.235)
(0.977)	Market Sustainability and Fair Cost of Care Fund				
0.000	ASC Social Care Grant	(8.444)	(12.062)	(12.062)	(12.062)
0.000	Covid-19 Grant	0.000	0.000	0.000	0.000
(29.579)	Other Grants outside core spending power	(38.506)	(42.916)	(43.225)	(43.621)
(336.380)	Total Resources	(364.891)	(381.681)	(399.190)	(416.882)

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Summary of Savings & Income Generation Proposals

Savings & Income generation					
Department	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total savings £'000
Adults and Health	(2,997)	(1,140)	0	0	(4,137)
Assurance	(55)	(60)	(75)	(50)	(240)
Childrens and Family Services	(1,084)	(661)	(400)	(200)	(2,345)
Customer & Place	(2,835)	(3,596)	(480)	(372)	(7,283)
Strategy & Resources	(4,807)	(797)	(300)	0	(5,904)
Total	(11,778)	(6,254)	(1,255)	(622)	(19,909)

Adults & Health

Line Ref	Theme Committee	Opportunity Area	Description of saving	Consultation (How are we consulting on this proposal)	Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact All published EqlAs are online at: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity	Impact Assessment				Total savings £'000
								2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
A&S13	Adults & Safeguarding	Extra Care Housing 2	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 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.	This change will increase the range and choice of services available in Barnet.	Satisfaction may increase for adults living in this provision who should be enabled to live more independent lives.	The equalities impact assessment has been refreshed and shows an overall positive impact.	(100)	(70)			(170)
A&S14	Adults & Safeguarding	Extra Care Housing 3	Plans are in place to develop a third Extra-Care Housing scheme at Cheshir House, with 75 units. Current savings projections are based on conservative assumptions using evidence from the first scheme.	Design principles agreed through consultation on Extra Care 1 and 2 will be applied in extra care 3, e.g. all flats fully wheelchair accessible. Service specific consultation will be undertaken if required.	This change will increase the range and choice of services available in Barnet.	Satisfaction may increase for adults living in this provision who should be enabled to live more independent lives.	The equalities impact assessment has been refreshed and shows an overall positive impact.		(210)			(210)
A&S22	Adults & Safeguarding	Progression for people with a learning disability	This is a continuation of a saving based on the principle of 'progression', which is that each person with a learning disability has the potential to increase independence if they are given the appropriate care and support. Working with people who use care and support services to be more independent and where appropriate to be supported with less intensive forms of support. This includes using more evidence based approaches to commissioning placements and assistive technology to support adults in supported living settings.	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Individuals 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. Others may be more satisfied given increased levels of independence and meeting personal goals.	The equalities impact assessment has been refreshed and shows an overall positive impact.	(500)	(150)			(650)
A&S31	Adults & Safeguarding	Increased use of prevention services	The saving is based on Prevention Co-coordinators working with more people at the first point of contact for adults requesting care and support (the 'Front Door'), to delay the development of care needs and ensure that preventative / alternative options to formal care are fully considered and utilised.	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Individuals and families will continue to be at the centre of the process as any plans are developed and supported.	This change will increase the range and choice of services available in Barnet.	Satisfaction should increase for people, who should live more independent lives. Wherever a person requires or requests a social care needs assessment, these will continue to be carried out in accordance with the Care Act (2014).	The equalities impact assessment has been reviewed and continues to show an overall positive impact.	(200)	(200)			(400)
A&S8	Adults & Safeguarding	VAT efficient leisure contract (Income)	Working with our leisure services provider to maximise the VAT efficiency of their contract and service, with the Council benefitting from the saving.	Service specific consultation not required	No resident or staff impact	No resident or staff impact	An equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	(184)				(184)
A&S9	Adults & Safeguarding	Leisure Management Contract – Annual Payment (subject to market conditions) (Income)	Over-delivery against projected income from the GLL leisure services contract	Service specific consultation not required	No resident or staff impact	No resident or staff impact	An equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	(258)				(258)
A&S32	Adults & Safeguarding	Progression for people with a Mental Health support need	This is a saving based on the principle of 'progression', which is that each person with a Mental Health need has the potential to increase independence if they are given the appropriate care and support. Working with people who use care and support services to be more independent and where appropriate to be supported with less intensive forms of support. This includes using more evidence based approaches to commissioning placements.	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Individuals 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. Others may be more satisfied given increased levels of independence and meeting personal goals.	The equalities impact assessment has been refreshed and shows an overall positive impact.	(200)	(200)			(400)
A&S35	Adults & Safeguarding	ASC Debt recovery improvement/default direct debit	The work of the debt project will support residents to increase recovery rates, including through default direct debit set up to make payment easier.	No service specific consultation required	This approach is expected to have a positive impact on service delivery	There may be some minor negative impact on customer satisfaction	An equalities impact assessment has been undertaken and this proposal will have a minor impact on the overall cohort of older adults, adults with some disabilities and who are female. There should be no negative impact on service delivery but may have some minor impact on customer satisfaction. The recommendation is to proceed with adjustments including support to residents where they have not made regular contribution payments in line with their assessed financial contributions.	(100)				(100)

Line Ref	Theme Committee	Opportunity Area	Description of saving	Consultation (How are we consulting on this proposal)	Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact All published EqIAs are online at: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total savings £'000
A&S37	Adults & Safeguarding	Continuing Health Care	Maximising income against current agreements for Continuing Health Care. Based on process improvements, exploring opportunities to update arrangements if any opportunities are being missed. This is also based on a 2.8% increase in numbers of people coming forward for support, this is a proportionate increase. This links to the demographic growth pressure.	No service specific consultation required	This approach is expected to have a positive impact on service delivery	No resident or staff impact	An equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	(1,100)	(100)			(1,200)
A&S38	Adults & Safeguarding	Employment for adults who require care and support	A new Council wide carved employment scheme to provide a useful step on the work undertaken by BOOST. Promotes independence and reduces need for more traditional day services and their associated costs. DEPENDENCY – Creation of a council wide carved employment scheme which provides 15 job opportunities over first two years. We are ambitious about this and want to bring this to the Barnet Partnership Board to roll out across partnership organisations. This is a cost avoidance saving based on lower use of day services as a result of employment.	No service specific consultation required	This approach is expected to have a positive impact on service delivery	Satisfaction may increase for adults receiving this support who should be enabled to live more independent lives.	An equalities impact assessment has been completed and shows an overall positive impact.	(30)	(60)			(90)
	Adults & Safeguarding	Housing for adults who require care and support	Increased joint working with housing to increase access to settled social housing tenancies for adults who require care and support. This is a cost avoidance saving.	No service specific consultation required	This approach is expected to have a positive impact on service delivery	Satisfaction may increase for adults receiving this support who should be enabled to live more independent lives.	An equalities impact assessment has been completed and shows an overall positive impact.	(75)	(150)			(225)
		Maximising legal contractual arrangements	Alternative commissioning arrangements for legal services for adult social care.					(250)				(250)
Total Adults and Health Savings & Income Generation								(2,997)	(1,140)	0	0	(4,137)

Assurance

Line Ref	Theme Committee	Opportunity Area	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total savings £'000
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact All published EqlAs are online at: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity						
Assur_sav2	Policy & Resources	Counter Fraud Operations	Opportunities for phased increase in income through re negotiating Proceeds of Crime (POCA) gain-share arrangements with other Local Authorities and partners.	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.			(50)	(50)	(100)	
Assur_sav3	Policy & Resources	Internal Audit	Use Cross Council Assurance Service (CCAS) levy income to fund Internal Audit posts.	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(40)				(40)	
Assur_sav4	Policy & Resources	Internal Audit	Increase Cross Council Assurance Service (CCAS) levy income by moving to multi-supplier framework when contract is re-procured.	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.			(25)		(25)	
Assur_sav5	Policy & Resources	Governance	Explore savings opportunities through Governance Team restructure moving into Cabinet system.	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.		(60)			(60)	
Assur_sav6	Policy & Resources	Governance	Explore possible savings in the Mayors Officer through Car Leasing arrangements.	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(15)				(15)	
Total Growth & Corporate Services Savings & Income Generation								(55)	(60)	(75)	(50)	(240)	

(*2) Reports to Community Leadership and Libraries Committee

370

380

Children and Family Services

Ref	Theme Committee	Opportunity Area	Description of saving/additional income	Consultation (how we are consulting on this proposal)	Impact on service delivery	Impact on Customer Satisfaction	Equalities Impact All published EqlAs are online at: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity	Impact Assessment				
								2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total savings £'000
NEW SAVING CFS 004	Children, Education & Safeguarding	Family Services- Assessment, Intervention and Planning	In line with the Public Law Outline review, increase the use of pre-proceedings to address recognised needs and reduce the number of families going to court, which will reduce costs.	No service specific consultation required	Positive impact due to earlier intervention and reduction in the number of families going to court		No equalities impact as a result of this proposal	(50)				(50)
NEW INCOME CFS 001	Children, Education & Safeguarding	Family Services- Early Help 0-19	Additional income generated through the new Parenting Hub	No service specific consultation required	There will be no impact on service delivery		No equalities impact is anticipated as a result of this proposal	(150)				(150)
NEW INCOME CFS 002	Children, Education & Safeguarding	Family Services- Corporate Parenting	Remodelling of contact centre to increase income generation by selling to other local authorities	Service specific consultation will be undertaken if required.	Impact on service delivery through greater focus on income generation.		No equalities impact is anticipated as a result of this proposal		(150)	(200)		(350)
NEW INCOME CFS 003	Children, Education & Safeguarding	Family Services- Early Help 0-19	Following Covid impact on income, move to full cost recovery for Traded Services, DoE and Finchley Youth Theatre in 23/24 and Newstead and Greentops in 24/25, as well as identifying other traded services income opportunities.	No service specific consultation required as there is no change in policy.	There will be no impact on service delivery.		No equalities impact is anticipated as a result of this proposal	(124)	(311)			(435)
CFI01	Children, Education & Safeguarding	Staffing Savings - Education and Skills	Increase income generation in BELS through selling more services to schools.	No service specific consultation required	There will be no impact on service delivery			(80)				(80)
NEW CFS	Children, Education & Safeguarding	Education, Strategy and Partnership	Reduce the pressure on SEN Transport through e.g. multi pick up points						(200)	(200)	(200)	(600)
NEW CFS	Children, Education & Safeguarding	Education, Strategy and Partnership	Barnet Early Years Alliance (BEYA) to start paying the £80k lease for St Margaret's from Early Years funding which previously the Council has been paying. This saving will only be taken forward if the increase in government funding to Maintained Nursery Schools, which has recently been consulted on, goes ahead.					(80)				(80)
NEW CFS	Children, Education & Safeguarding	Education, Strategy and Partnership	Use DSG High Needs block for e.g. increased contribution to placements or other LA funded service that can legitimately be funded by DSG. Modelling work still needs to be done.					(300)				(300)
NEW CFS	Children, Education & Safeguarding	Family Services- Placements	North London Adoption RAA - negotiate reduced contribution					(300)				(300)
Total Children and Family Services Savings & Income Generation								(1,084)	(661)	(400)	(200)	(2,345)

Customer and Place

Line Ref	Theme Committee	Opportunity Area	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment					Total savings £'000		
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact All published EqlAs are online at: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity	2023/24 £'000	2024/25 £'000		2025/26 £'000	2026/27 £'000
ENV5	Environment & Climate Change		Parking - A review of services and policies to ensure a consistent, fair approach to improving traffic, highway air quality and road safety. 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.	This saving is not anticipated to have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	The need for an Equality Impact Assessment (EqIA) will be kept under review as the specific proposals develop and carried out if required.	(750)	(750)			(1,500)
ENV11	Environment & Climate Change		Delivery of West Hendon Playing Fields Masterplan, Progress with Royal Institute of British Architects (RIBA) .The stages will include professional fees required to deliver planning consent; including but not limited to site surveys and investigations, multi disciplinary design team, project management, cost consultancy, civil and structural engineering and planning fees. Potential phased development of proposal would return savings from prioritised facilities. Saving is predicated on securing capital investment to deliver financial benefit. Detail will be presented in the Outline Business Case to be presented to Committee for approval.	Service specific public consultation undertaken in 2018 and 2019. Report presented to Environment Committee. Key stakeholders including statutory bodies. https://engage.barnet.gov.uk/we-asked-you-said-we-did	It is anticipated that subject to investment and scheme approval, there will be a responsibility for the service to manage contracts/ slaps/ partnerships as a result of delivery. This will be reviewed as part of a management options appraisal, detailed within the Outline Business Case.	Investment into West Hendon Playing Fields will transform opportunities for local residents, providing a range of facility mixes and improved environmental benefits.	EqIA and HIA undertaken as part of Environment Committee report (March 2020). https://barnet.moderngov.co.uk/ieListDocuments.aspx?Cid=695&MId=9910&Ver=4 Further EqIA / HIA to be completed as part of design development / Outline Business Cases.		(200)			(200)
ENV13	Environment & Climate Change		Introduction of semi-permanent café buildings at five sites within the Borough, generating revenue through lease arrangements. Purchase and installation of five cafes at £150k each, funded by ten-year loan. First year surplus estimated at £24k for five sites, allowing for loan repayment and interest. Saving is predicated on securing capital investment to deliver financial benefit.	Market engagement to review interest in proposal.	Increase in facilities across the parks and open spaces portfolio. Anticipated that specific lease agreements will be secured with market providers / organisations to deliver offer.	The opportunity is anticipated to improve customer satisfaction, providing venues within parks for the community.	An Equality Impact Assessment (EqIA) will be produced as the specific proposals develop.	(24)	(24)			(48)
ENV14	Environment & Climate Change		Improvement plan for tennis delivery and facilities within Barnet. Introduction of booking system and programme of investment in facilities, with the intention of establishing sustainable, revenue-generating model. Saving is predicated on securing capital investment to deliver financial benefit, detail will be outlined in the Business Case.	As proposals are developed, service consultation and engagement will be undertaken as required.	Strategic approach to tennis management and delivery across Barnet, improved operations and efficiency with booking process. Opportunity to generate income which can be reinvested back into creating sustained service.	Potential resident objection in respect of introducing charges for court hire which may have previously been at nil cost. The Outline Business Case will detail a proposed pricing structure to ensure where appropriate concessions are offered in order to co-ordinate a balanced programme.	A full EqIA will be completed as part of the review and evaluation of the Tennis Pilot prior to the implementation of the Tennis Project	(38)	(37)			(75)
ENV16	Environment & Climate Change		Consideration as to the possibility of establishing a trading arm for trees service, offering tree management and policy services to neighbouring local authorities as a commercial enterprise. Initial investment required to confirm feasibility and approach to matters including legal, governance and resources required.	Consultation and engagement plan to be drafted. Changes will not impact on Barnet residents so no consultation is required.	Options appraisal to address review of resources / model required for implementation and provide recommendations. To be factored into business model proposed.	The opportunity is not anticipated to have an adverse impact on customer satisfaction.	The need for an equality impact assessment (EqIA) will be kept under review as the proposal develops and carried out if required.	(20)	(20)			(40)
ENV27	Environment & Climate Change		Improved Management of Skips placed on the Public Highway - Utilise available legislation to better manage the safety impact of skips being placed on the Public Highway, including ensuring that all skips placed have been approved with appropriate Licences and that such licence conditions are fully compliant. Whilst there will be costs involved in increased resources to monitor this activity there are also mechanisms within the legislation to recover costs where non-compliance is evident. Currently a low level of compliance is occurring and this raises safety concerns for all highway users and therefore increased focus in this area will be beneficial for all. This will be reported under Matt Lang and will not be part of Street Scene targets.	As required by the specific Legislation related to this area of activity.	Improved safety on the Public Highway	Likely to be positive for the majority of Highway users	The need for an equality impact assessment (EqIA) will be kept under review as the proposal develops and carried out if required.	(50)	(25)			(75)
	Environment & Climate Change		Under the Environment Act 2021, all planning permissions granted in England (with a few exemptions) will have to deliver at least 10% biodiversity net gain, expected to be in November 2023. BNG will be measured using Defra's biodiversity metric and habitats will need to be secured for at least 30 years. Improvements can be delivered on site (in Borough) or off site (out of Borough), purchased through a statutory biodiversity credits scheme.					(12)	(12)	(12)	(12)	(48)

Line Ref	Theme Committee	Opportunity Area	Description of saving	Consultation (How are we consulting on this proposal)	Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact All published EqIAs are online at: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity	Impact Assessment				Total savings £'000
								2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
H&G_sav8	Housing and Growth	Housing Strategy	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.	No service specific consultation required There was an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the Housing and Homelessness Strategy consultations that took place in 2019: https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An Equality Impact Assessment (EqIA) has been completed, which indicated there were no expected negative impacts. This will be kept under review as the specific proposals develop. Link: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments-0	(435)	(418)			(853)
H&G_sav7	Housing and Growth	Housing Strategy	The delivery of 52 homes on Hermitage Lane, of which 15 will be affordable and available for letting to Barnet housing applicants. Provision of this affordable supply will result in increased temporary accommodation cost avoidance.	Service specific consultation has been undertaken on the scheme as it has been developed. Further service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An Equality Impact Assessment (EqIA) has been completed, which indicated there were no expected negative impacts. This will be kept under review as the specific proposals develop. Link: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments-0		(48)			(48)
H&G_sav6	Housing and Growth	Housing Strategy	The delivery of 250 homes across 3 schemes. Units will be funded through Housing Revenue Account borrowing and delivered in 2023/24 and 2024/25. Provision of this affordable supply will result in increased temporary accommodation cost avoidance and a general fund benefit.	Service specific consultation will be undertaken as required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An Equality Impact Assessment (EqIA) has been completed, which indicated there were no expected negative impacts. This will be kept under review as the specific proposals develop. Link: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments-0		(320)	(160)		(480)
H&G_sav5	Housing and Growth	Housing Strategy	Additional 72 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.	There was an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the Housing and Homelessness Strategy consultations that took place in 2019 https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping - Service specific consultation will be undertaken with residents living on affected estates.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.		(209)	(23)		(232)
H&G_sav4	Housing and Growth	Housing Strategy	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.	There was an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the Housing and Homelessness Strategy consultations that took place in 2019 https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping - Service specific consultation will be undertaken with residents living on affected estates.	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 initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.		(278)			(278)
H&G_sav3	Housing and Growth	Housing Strategy	Buyback of properties through GLA Buyback grant, which the council will use for temporary accommodation.	Service specific consultation has been undertaken on the schemes as part of the planning process.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(95)	(22)			(117)
H&G_sav2	Housing and Growth	Estates	Solar panels – To accelerate de-carbonisation and either sell energy back to grid or offset existing council energy bills.	Service specific consultation will be undertaken if required once the proposals have been developed in full.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.		(50)	(100)		(150)

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								2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
CLL_Sav1	Community Leadership and Libraries	Registrars	Registrars income increase. 2021/22 is forecasted to see a £0.200m increase due to a backlog of services post-pandemic. 2022/23 will require additional investment in the town hall (carpets, paint etc.) and promotion. Current plans aim to achieve increased targets for weddings. (*2)	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(75)				(75)
H&G_inc8	Housing and Growth	Housing Strategy	Income received as dividends on completed affordable homes on Hermitage Lane, of which 15 will be affordable and available for letting to Barnet housing applicants	Service specific consultation has been undertaken on the scheme as it has been developed. Further service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(30)				(30)
H&G_inc7	Housing and Growth	Housing Strategy	Income received as dividends on completion of the additional 72 homes for affordable rent built by Open Door Homes.	There was an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the Housing and Homelessness Strategy consultations that took place in 2019 https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping - Service specific consultation will be undertaken with residents living on affected estates.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.		(130)	(14)		(144)
H&G_inc6	Housing and Growth	Housing Strategy	Income received as dividends on completed affordable homes delivered by Opendoor Homes	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(71)				(71)
H&G_inc3	Housing and Growth	Estates	Increased income from room rental and Hendon Town Hall and the Colindale office through improvements and quality of office space; additional income from Staff parking and opportunities to generate advertising income on council properties, on non-highways Land.	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(13)				(13)
H&G_inc4	Housing and Growth	Estates	Additional income from the existing commercial portfolio, including new lettings and rent reviews.	Service specific consultation will be undertaken as required.	This proposal will generate additional income for the council and is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(40)	(45)	(25)	(20)	(130)
H&G_sav1	Housing and Growth	Housing Strategy	The Modular Homes programme will increase the council's housing supply and result in Temporary Accommodation cost avoidance savings.	Service specific consultation will be undertaken as required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.		(50)			(50)
SSOP1	Environment & Climate Change		Income generation from 500+ EV charge points installed in residential roads.	No service specific consultation is required	Positive impact as aligning with customer demand for EV's and need to charge where properties do not have off road parking available.			186	71	(126)	(310)	(179)
SSOP2	Environment & Climate Change		Commercial income generation pilot - Grounds Maintenance & Street Cleansing	No service specific consultation is required	No impact on statutory or general public services. Increased service offer for commercial operations within Borough.			(15)	(17)	(20)	(30)	(82)
SSOP5	Environment & Climate Change	Environment & Climate Change	Stop/reduce pleasant parks littering activity	No service specific consultation is required	Potential negative effect on satisfaction in the short term resulting from any change to existing arrangements.			(169)	(124)			(293)
SSOP6	Environment & Climate Change	Environment & Climate Change	Stop/reduce weed spray treatments across Borough. It is expected that 3 treatments per annum should be sufficient as supported by scheduled street cleaning (minimum 2 deep cleans per year / alternate side cleansing delivered to all residential roads)	No service specific consultation is required	Potential negative effect on satisfaction in the short term resulting from any change to existing arrangements.			(37)				(37)
H&G_sav2	Housing and Growth	Growth & Housing	Review of prior year pressures bid for the kick start of Feasibility studies, considering bringing forward sites for new regen schemes. Budget no longer required as alternative funding has been identified.	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(60)	(120)			(180)
H&G_sav12	Housing and Growth	Estates	Efficiencies from insourcing Estates function	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.		(80)			(80)

Line Ref	Theme Committee	Opportunity Area	Description of saving	Consultation (How are we consulting on this proposal)	Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact All published EqIAs are online at: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity	Impact Assessment				Total savings £'000
								2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
H&G_sav10	Housing and Growth	Estates	Review of the Estates service budget, has identified efficiencies in the legal budgets which can provide additional savings..	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(100)				(100)
H&G_inc12	Housing and Growth	Estates	Letting out an additional floor of the Colindale office.	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.		(323)			(323)
H&G_sav9	Housing and Growth	Estates	Review of Estates running costs to identify efficiencies.	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(304)				(304)
H&G_sav31	Environment & Climate Change	Sustainability	Reduce the Sustainability team budget	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(100)				(100)
H&G_sav19	Housing and Growth	Estates	Reduce Running Costs at the Colindale Office.	No service specific consultation required	This saving is not anticipated to impact on service delivery.	Will cause some staff disquiet	An EqIA is not required.	(20)				(20)
H&G_sav20	Housing and Growth	Estates	Reduce the frequency of contracted cleaning at council offices	No service specific consultation required	This saving is not anticipated to impact on service delivery.	Will cause some staff disquiet and complaints	An EqIA is not required.	(115)				(115)
H&G_sav26	Housing and Growth	Estates	Eliminate Street Scene re-charges	No service specific consultation required	This saving is not anticipated to impact on service delivery.	No impact on residents	An EqIA is not required.	(5)				(5)
C&P_sav1	Policy & Resources	Commercial	Commercial team - partnership (cost of clienting major contracts)	No service specific consultation required	This saving is not anticipated to impact on service delivery.	No impact on residents	An EqIA is not required.		(80)			(80)
C&P_sav3	Policy & Resources	Customer & Digital	Customer Services & Digital: Centralisation of the IT estate	No service specific consultation required	This saving is not anticipated to impact on service delivery.	No impact on residents	An EqIA is not required.	(100)				(100)
C&P_sav4	Policy & Resources	Programme, Performance & Risk	Targeted efficiencies across the Performance, Programmes and Risk service	Service specific consultation will take place when required.	This saving is not anticipated to impact on service delivery.	No impact on residents	An EqIA is not required.		(110)			(110)
HWOP1	Environment & Climate Change	Highways & Transport	Reduction in Highways and Transportation Management Budget with the reduction in the clienting function as services transfer back into the councils control.					(194)				(194)
HWOP3	Environment & Climate Change	Highways & Transport	Expansion of Damage to Highways service based upon successful delivery model currently delivered in one third of the borough. Expansion of the delivery model will require additional resources - on site inspector and back office administration.					(50)	(50)			(100)
HWOP4	Environment & Climate Change	Highways & Transport	Introduction of a "Green Claims" insurance reclaim model in cooperation with the central insurance team. Currently the council is configured to defend insurance claims from third parties as a result of an alleged incident on the councils land e.g. slips / trips falls etc., these are called "Red Claims". There is a proven industry model that the council can deploy to seek recovery of costs from third parties where they have damaged council property, the Highways and Insurance teams have been trialing this approach in 2022. The proposal is to formalise this approach to pursue cost recovery by third parties on the network					(50)	(75)			(125)
HWOP6	Environment & Climate Change	Highways & Transport	Review of the winter maintenance routes and rounds with the move to new depot facilities. Potential to reduce by 2 rounds from the current configuration and remain statutory compliant					(50)	(50)			(100)
Total Growth & Corporate Services Savings & Income Generation								(2,835)	(3,596)	(480)	(372)	(7,283)

Strategy and Resources

Line Ref	Theme Committee	Opportunity Area	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment				Total savings £'000				
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact All published EqIAs are online at: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity	2023/24 £'000		2024/25 £'000	2025/26 £'000	2026/27 £'000	
Resources	Policy & Resources	Increased use of technology	Introduction of cashbook automation and review of use of cheques resulting in potential staff efficiency	Consultation required- proposed as part of wider budget consultation	Channel shift to different mechanisms	No impact - Channel shift to different mechanisms.	EQIA has been completed and shows minor impact which will be kept under review		(38)				(38)
Resources	Policy & Resources	Improved Treasury Income	Increase in treasury income via better investment options and improvements in capital forecasting - net as expected new actuals against budget	No service specific consultation required	No impact	No impact	No impact	(235)					(235)
Resources	Policy & Resources	Housing Benefits overpayment	Increased recovery of housing benefit overpayments	Increased recovery of housing benefit overpayments	Increased recovery of housing benefit overpayments	No impact	No impact	(122)					(122)
Re005	Policy & Resources	Teachers' pension strain	Payments from the budget put aside for the Teachers early retirement fund are starting to reduce, this saving reflects the reduction in cost against budget.	No service specific consultation required	The actuals data support the realignment factoring in a cautious future indexation calculation.	No impact	No impact	(200)	(85)				(285)
Re006	Policy & Resources	Levies & subscriptions	Re-baseline of levies, post Covid, based on actuals trend; including a provision for future estimated cost increases, has resulted in a budget surplus being offered as a saving	No service specific consultation required	No impact	No impact	No impact	(89)	(7)				(95)
Re009	Policy & Resources	Increased use of technology	Stopping the cash collection service to schools and council departments - channel shifting to more secure alternatives that the council provide such DD, standing orders, PayPoint etc.	1-2-1 engagement schools and council services as the proposals get developed in full	1-2-1 engagement with schools and services to provide alternatives that are available on the market. An EQIA will be developed in full.	Customers shouldn't see an impact as schools etc. will have the opportunity to either channel shift or take much cheaper services on the open market.	Equalities will be considered as part of the staff consultation		(68)				(68)
Resources	Policy & Resources	Review of service	We are planning to implement a new finance and HR system (Oracle Fusion)- once this is completed we will review HR and Finance services to find potential efficiencies	No service specific consultation required	This will be confirmed after the review and will likely need a staff consultation per our policy if any staff member roles change/deleted	No impact	Equalities will be considered as part of the staff consultation		(100)				(100)
Resources	Policy & Resources	Increased use of technology	Review of licenses across the organisation due to retiring legacy systems	No service specific consultation required	It is expected the target will be made as a result of reduced license fees due to retiring legacy system	No impact	No impact			(300)			(300)
Resources	Policy & Resources	Re-charge to pension fund	Income generation - additional charge to the pension fund including overheads	No service specific consultation required	The actuals data support the increased recharge	No impact	No impact	(65)					(65)
Resources	Policy & Resources	Reduction in consultant budgets	Deletion of budgets relating to specialist finance advice. As the finance transformation process has evolved, reliance of specialist advice is less relied on. This reduction in budget is consistent with actuals.	No service specific consultation required	The actuals data support the realignment	No impact	No impact	(202)					(202)
Resources	Policy & Resources	Budget re-alignment	Reduction in budget to factor in actual spend in HR	No service specific consultation required	The actuals data support the realignment	No impact	No impact	(13)					(13)
Resources	Policy & Resources	On-lending benefits	Saracens Loan interest and ODH Loan interest receivable (Resources)	No service specific consultation required	This saving is not anticipated to impact on service delivery.	No impact	An EqIA is not required.	(3,881)	(500)				(4,381)
Total Resources Savings & Income generation								(4,807)	(797)	(300)	0	(5,904)	

Total Pressures					
Department	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total £'000
Adults & Health	12,026	6,372	3,270	3,183	24,850
Assurance	48	-	-	-	48
Children and Family Services	2,997	1,188	1,188	1,388	6,762
Customer & Place	2,232	320	330	26	2,908
Strategy & Resources	-	-	-	-	-
Total Pressures	17,303	7,880	4,788	4,598	34,568

Department	Theme Committee	Service	Description	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	Total (£'000)
Adults & Health	Environment and Climate Change	Environment Management	Mortuary Service	72	79	87	0	237
Adults & Health	Adults & Safeguarding	Integrated Care - Older Adults	Increasing Demographic (1) - estimated cost of the continued upward movement in service user core activity	1,683	1,683	1,683	1,683	6,732
Adults & Health	Adults & Safeguarding	Leisure, Sports and Physical Activity	Leisure - pressure relating to a reduction in expected income levels as a direct consequence of the pandemic and related disruption to the leisure industry.	1,000	0	0	0	1,000
Adults & Health	Adults & Safeguarding	Placements	Increasing demographic (2) Estimated increase in unit cost of the expected increase in activity, reflects the more complex nature of services being commissioned.	1,500	1,500	1,500	1,500	6,000
Adults & Health	Adults & Safeguarding	Placements	Adults Placements full year effect of 22/23 activity and unit cost increase	4,592	0	0	0	4,592
Adults & Health	Adults & Safeguarding	Workforce	ASC Cap on Care pressure	0	3,000	0	0	3,000
Adults & Health	Adults & Safeguarding	Workforce/Placements	ASC Reform costs (£1m workforce and £2m fair cost of care)	3,000	0	0	0	3,000
Adults & Health	Environment and Climate Change	Greenspaces and Leisure	Parks and open spaces maintenance	79	50	0	0	129
Adults & Health	Environment and Climate Change	Greenspaces and Leisure	Playground Maintenance	55	30	0	0	85
Adults & Health	Environment and Climate Change	Greenspaces and Leisure	Application process for all Events in Parks.	45	30	0	0	75
Adults & Health Total				12,026	6,372	3,270	3,183	24,850

Department	Theme Committee	Service	Description	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	Total (£'000)
Assurance	Policy & Resources	Electoral Services	New Electoral Services staffing structure to comply with new Elections Act requirements upon ERO (subject to possible insufficient funding from DLUHC)	48	0	0		48
Assurance Total				48	0	0	0	48

Service	Description	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	Total (£'000)
Early Help 0-19	The Troubled Families reserve, which delivered a saving in previous years, has been fully used.	207	0	0	0	207
Education Skills	Home to school transport cost pressure as a result of rising Education and Health Care Plans	508	508	508	508	2,031
Children with disabilities	11502 : Respite & Home Support Pressures in costs and numbers of young people supported. ' - Since 2019-20, the Respite and Home Support budget has remained static at £266,316, at which point this was sufficient to cover costs and activity levels. However, since then providers have increased costs and families have come under increased pressure and need for respite. - In 2019-20 we supported 29 young people at an average cost of £8.5k over the year. In 2021-22 we supported 46 young people at an average cost of £11.2k, which resulted in a £295k overspend. It is forecast that costs and activity will continue at similar levels. - The service are working on mitigations to reduce packages of care through a more effective disabilities resources panel and looking at different ways to commission, however there are statutory limits to reductions that can be made. - The bid is equal to the forecast overspend for 2022-23.	295	295	295	295	1,180
Leaving Care	18+ UASC Provider costs and activity levels in excess of funding available.	219	0	0	0	219
Placements	10549 : Ext Residential Care Pressures in costs of high cost placements. ' - Gross expenditure has increased by £1.95m since 2018-19, but income from DSG and Tripartite agreements has only increased by £1.1m. - After a £1.9m increase to the budget in 19-20, the budget was reduced again by £0.6m - Numbers of young people in external residential placement have increased by 11% (5) from 2018-19 and average cost per young person have increased by £22.9k per year to £161.5k. - Work is ongoing to mitigate high costs through high cost placement reviews, using more internal placements where possible, working with commissioning to find better value for money, and working with Health and Education partners to increase Tripartite contributions where eligible. - The significant pressure is the consistent increase in weekly rates being charged by external providers. A recent CMA report found that providers have a disproportionate power in the market due to low placement sufficiency and high demand. There are no current mechanisms in place from central government or OFSTED, putting a major pressure on external providers to reduce costs and profits. - The bid of £400k is requested based on the 19-20 budget, less £200k to be met by the above mitigations.	200	200	200	200	800
Placements	11076 : Resid Ord & Sp G'ship Cohort size increases. ' - The gross cost of Special Guardianship placements has increased £190k (12%) from 2018-19 to 2021-22 and the number of young people in SGO arrangements has increased by 15 (7%). - The service has reported an increase in court-ordered SGO arrangements, particularly for younger children, with an associated expectation of longer placements than the previous cohort. - The bid is based on the 2021-22 overspend plus a conservative estimate of 2 more SGOs, costed at the average reported in 21-22.	186	186	186	186	742
Children with disabilities	11138 : Short Breaks Activity increases	390	0	0	0	390
Placements	10550 : Indp Fostering Agency's Placement sufficiency pressures and activity increases.	356	0	0	0	356
Early Help 0-19	Rate increase for payments to Children's Centres, 6 of 11 attached to schools. Rate increase of 20% to cover increase in utilities, service charges, rents etc. as well as general running of the centres. Big drive around early years, need to increase Fee2 numbers.	224	0	0	0	224
Education, Strategy and Partnership	ISS School Catering - contract extension / renegotiation.	165	0	0	200	365
Education, Strategy and Partnership	Additional capacity to support children with Special Educational needs. The increase in numbers of pupils with EHCPs has continued.	248	0	0	0	248
		2,997	1,188	1,188	1,388	6,762

Department	Theme Committee	Service	Description	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	Total (£'000)
Customer & Place	Environment and Climate Change	Highways and Transport Management	Re - Highways Decapitalisation	500	0	0	0	500
Customer & Place	Housing and Growth	Housing Strategy	Housing General Fund - Temporary Accommodation (Current change notices and TA support required)	124	94	75	0	293
Customer & Place	Housing and Growth	Housing General Fund	TA Landlord incentives - current package is not competitive enough and is reducing supply of suitable homes for TA who can then be taken off LBB TA responsibility as they transfer to private leasehold	100	26	26	26	177
Customer & Place	Housing and Growth	Housing General Fund	TA costs - increase from offering increased TA rate to landlord to ensure supply of suitable TA or alternative would be use of more costly hotels. The estimate allows for demand to increase from current levels and increase in costs.	363	201	59	0	622
Customer & Place	Environment and Climate Change	Re Highways Service	Capital Betterment Lump Sum – moving to revenue – funded through reserves in 2022/23 – moving to fully revenue in 23/24 - £100,000 is the final shortfall element to be covered through revenue.	100	0	0	0	100
Customer & Place	Environment and Climate Change	Street Scene	Growth in number of properties and household waste collection	170	0	170	0	340
Customer & Place	Environment and Climate Change	Street Scene	Town Keeper x 1.5 - To cover West Hendon and Hendon to cover the redeployment within the area.	80	0	0	0	80
Customer & Place	Environment and Climate Change	Street Scene	Loss of income due to Highways responsive works transferred to Tarmac Kere by RE, resulting in at least £0.350m income at risk of which £0.150m is to be achieved by increase in flexi pave work, resulting in pressure of £0.200m.	200	0	0	0	200
Customer & Place	Housing and Growth	Estates	Increase in energy prices for 2023/24. This includes a 40% increase in electricity and 100% increase in Gas prices.	496	0	0	0	496
Customer & Place	Housing and Growth	Estates	Leasing in a property to deliver the Barnet Food Hub	100	0	0	0	100
Customer & Place Total				2,232	320	330	26	2,908

Appendix D: Breakdown of bad debt write offs

Business Rates (NDR)

Reference	Type	Liability Year	Reason for Write-Off	Total Debt
1	LIABILITY	2019	INSOLVENCY	£449.88
2	LIABILITY	2019	INSOLVENCY	£1,635.94
3	LIABILITY	2020	INSOLVENCY	£6,364.93
4	LIABILITY	2020	INSOLVENCY	£67,198.16
5	LIABILITY	2017	INSOLVENCY	£1,511.63
6	LIABILITY	2018	INSOLVENCY	£4,440.00
7	LIABILITY	2020	INSOLVENCY	£30,608.22
8	LIABILITY	2021	LIQUIDATION	£3,152.19
9	LIABILITY	2022	LIQUIDATION	£6,175.12
10	LIABILITY	2018	INSOLVENCY	£1,756.86
11	LIABILITY	2019	INSOLVENCY	£5,901.06
12	LIABILITY	2017	INSOLVENCY	£13,944.25
13	LIABILITY	2018	INSOLVENCY	£20,640.00
14	LIABILITY	2019	INSOLVENCY	£18,747.88
15	LIABILITY	2017	INSOLVENCY	£14,679.00
16	LIABILITY	2018	INSOLVENCY	£15,120.00
17	LIABILITY	2017	LIQUIDATION	£20,000.00
18	LIABILITY	2018	LIQUIDATION	£25,882.50
19	LIABILITY	2019	LIQUIDATION	£26,460.00
20	LIABILITY	2020	LIQUIDATION	£14,880.00
21	LIABILITY	2021	LIQUIDATION	£8,095.90
22	LIABILITY	2018	INSOLVENCY	£262.05
23	LIABILITY	2019	INSOLVENCY	£5,237.33
24	LIABILITY	2021	INSOLVENCY	£44.62
25	LIABILITY	2019	INSOLVENCY	£8,919.83
26	LIABILITY	2021	INSOLVENCY	£3,470.59
27	LIABILITY	2022	INSOLVENCY	£1,490.76
28	LIABILITY	2011	INSOLVENCY	£751.30
29	LIABILITY	2012	INSOLVENCY	£3,285.00
30	LIABILITY	2013	INSOLVENCY	£3,372.60
31	LIABILITY	2014	INSOLVENCY	£3,438.30
32	LIABILITY	2015	INSOLVENCY	£1,005.25
33	LIABILITY	2021	LIQUIDATION	£13,714.17
34	LIABILITY	2021	LIQUIDATION	£12,434.23
35	LIABILITY	2020	INSOLVENCY	£2,598.55
36	LIABILITY	2021	INSOLVENCY	£4,293.75
37	LIABILITY	2020	INSOLVENCY	£3,251.36
38	COSTS	2021	INSOLVENCY	£170.00
39	LIABILITY	2021	INSOLVENCY	£7,859.25
40	COSTS	2020	INSOLVENCY	£170.00
41	LIABILITY	2022	INSOLVENCY	£4,004.99
42	LIABILITY	2021	LIQUIDATION	£14,476.96
43	LIABILITY	2021	INSOLVENCY	£2,016.51
44	LIABILITY	2022	INSOLVENCY	£5,673.56
45	LIABILITY	2020	AMINISTRATION	£16,449.73

46	LIABILITY	2021	AMINISTRATION	£57,823.31
47	COSTS	2017	INSOLVENCY	£170.00
48	LIABILITY	2017	INSOLVENCY	£463.55
49	COSTS	2017	INSOLVENCY	£170.00
50	LIABILITY	2017	INSOLVENCY	£1,089.04
51	COSTS	2018	INSOLVENCY	£170.00
52	LIABILITY	2018	INSOLVENCY	£3,782.54
53	COSTS	2018	INSOLVENCY	£170.00
54	LIABILITY	2018	INSOLVENCY	£27,153.86
55	LIABILITY	2019	INSOLVENCY	£88,032.00
56	COSTS	2020	INSOLVENCY	£170.00
57	LIABILITY	2020	INSOLVENCY	£5,613.75
58	LIABILITY	2021	INSOLVENCY	£5,260.01
59	COSTS	2021	LIQUIDATION	£170.00
60	LIABILITY	2021	LIQUIDATION	£5,276.25
Total				£621,548.52

Housing Benefit Overpayments

Reference	Invoice Date	Reason for Write-Off	Total Debt
1	08/11/2011	Deceased	£21,989.00
2	27/04/2012	Appeal	£21,206.82
3	05/03/2013	LA Error	£7,026.94
4	05/03/2013	LA Error	£11,088.48
5	17/12/2014	LA Error	£12,733.13
6	12/10/2015	Deceased	£6,581.57
7	03/02/2016	Individual Voluntary Arrangement	£9,759.21
8	03/11/2016	Deceased	£11,763.66
9	01/09/2017	Deceased	£52,247.18
10	14/03/2018	Debt Relief Order	£5,389.61
11	06/12/2018	Deceased	£18,016.06
12	07/01/2019	Individual Voluntary Arrangement	£8,435.79
13	28/01/2019	Deceased	£16,881.48
14	09/04/2019	LA Error	£10,489.17
15	29/10/2019	Deceased	£9,251.10
16	08/10/2020	Deceased	£28,156.31
17	14/12/2020	Individual Voluntary Arrangement	£12,332.99
18	16/11/2021	Deceased	£5,499.23
19	19/11/2021	Bankruptcy	£10,869.11
20	08/02/2022	LA Error	£10,691.34
21	09/02/2022	LA Error	£15,839.15
22	16/03/2022	LA Error	£12,814.24
23	06/06/2022	LA Error	£18,314.41
24	14/06/2022	LA Error	£39,461.67
25	15/06/2022	LA Error	£5,873.38
26	20/06/2022	LA Error	£11,005.96
27	21/06/2022	LA Error	£7,477.38
28	04/07/2022	LA Error	£17,673.72
29	09/08/2022	LA Error	£13,035.70
30	20/09/2022	LA Error	£6,451.67
31	28/10/2022	LA Error	£30,557.38
Total			£468,912.84

Income (Sundry Debt)

Reference	Financial Year of Debt	Reason for Write Off	Total Debt Due
1	22-Jun-10	Insufficient funds in estate	£65,500.33
2	09-Jan-12	Insufficient funds in estate	£81,760.00
3	28-May-12	Insufficient funds in estate	£22,205.75
4	01-Mar-16	Recovery action exhausted	£5,096.30
5	16-Jan-19	Insufficient funds in estate	£12,349.40
6	02-Feb-19	Insufficient funds in estate	£5,752.44
7	02-Feb-19	Recovery action exhausted	£6,796.15
8	12-Dec-19	Insufficient funds in estate	£5,393.76
9	30-Jan-20	Insufficient funds in estate	£6,116.80
10	30-Jan-20	Insufficient funds in estate	£5,798.76
Total			216,769.69

Tenant Arrears Write Offs - HRA

Reference	Termination Date	Reason for Write Off	Total Debt Due
1	25/04/2016	statute barred	£6,657.27
2	23/05/2016	statute barred	£7,516.99
3	30/05/2016	statute barred	£5,472.70
4	30/05/2016	statute barred	£7,164.46
5	13/06/2016	statute barred	£7,749.44
6	27/06/2016	statute barred	£7,591.04
7	13/02/2017	unsuccessful from debt collection	£15,442.76
8	20/02/2017	unsuccessful from debt collection	£10,054.05
9	20/03/2017	unsuccessful from debt collection	£6,641.73
10	27/03/2017	unsuccessful from debt collection	£6,642.44
11	03/04/2017	unsuccessful from debt collection	£6,208.47
12	24/04/2017	unsuccessful from debt collection	£17,885.19
Total			105,026.54

Tenant Arrears Write Offs – General Fund

Reference	Termination Date	Reason for Write Off	Total Debt Due
1	14/04/2016	statute barred	£12,635.94
2	20/04/2016	statute barred	£5,358.57
3	04/05/2016	statute barred	£7,046.34
4	12/05/2016	statute barred	£10,462.97
5	23/05/2016	statute barred	£5,541.03
6	03/06/2016	statute barred	£9,620.85
7	15/06/2016	statute barred	£6,734.83
8	18/06/2016	debt relief order	£5,072.43
9	22/06/2016	statute barred	£22,457.62
10	06/07/2016	statute barred	£14,085.15
11	11/07/2016	statute barred	£6,840.82
12	18/07/2016	statute barred	£7,736.27
13	20/07/2016	statute barred	£10,868.28
14	22/07/2016	statute barred	£7,830.80
15	25/07/2016	statute barred	£8,608.50

16	28/07/2016	statute barred	£6,307.31
17	03/08/2016	statute barred	£9,964.28
18	08/08/2016	statute barred	£7,479.07
19	01/09/2016	statute barred	£5,690.18
20	12/09/2016	statute barred	£6,157.32
21	26/09/2016	statute barred	£5,979.76
22	04/10/2016	unsuccessful from debt agency	£11,424.78
23	12/10/2016	unsuccessful from debt agency	£5,692.30
24	13/10/2016	unsuccessful from debt agency	£10,481.90
25	14/10/2016	unsuccessful from debt agency	£9,233.09
26	17/10/2016	unsuccessful from debt agency	£10,138.00
27	06/01/2017	unsuccessful from debt agency	£9,401.14
28	09/01/2017	unsuccessful from debt agency	£6,576.00
29	10/01/2017	unsuccessful from debt agency	£7,263.63
30	13/01/2017	unsuccessful from debt agency	£9,942.75
31	18/01/2017	unsuccessful from debt agency	£11,176.90
32	23/01/2017	unsuccessful from debt agency	£8,610.38
33	23/01/2017	unsuccessful from debt agency	£6,195.23
34	23/01/2017	unsuccessful from debt agency	£5,874.92
35	24/01/2017	unsuccessful from debt agency	£8,545.71
36	26/01/2017	unsuccessful from debt agency	£5,638.27
37	31/01/2017	unsuccessful from debt agency	£7,426.56
38	02/02/2017	unsuccessful from debt agency	£8,197.40
39	03/02/2017	unsuccessful from debt agency	£12,776.28
40	08/02/2017	unsuccessful from debt agency	£5,729.15
41	10/02/2017	unsuccessful from debt agency	£5,995.90
42	11/02/2017	unsuccessful from debt agency	£8,324.56
43	16/02/2017	unsuccessful from debt agency	£9,942.28
44	21/02/2017	unsuccessful from debt agency	£11,450.89
45	22/03/2017	unsuccessful from debt agency	£10,350.85
46		debt relief order	£6,087.39
		Total	394,954.58

Appendix E (i)

P&R Additions, Deletions, Slippage, accelerated spend

Year	Directorate	Theme	Programme	Deletions/ Transfers	Additions	Net Slippage & Accelerated spend	Explanation for request	Funding
2022-23	Customer and Place	Housing Revenue Account	Extra Care - housing (Cheshir)	234			Funding Swap	S106
2022-23	Customer and Place	Housing Revenue Account	Extra Care - housing (Cheshir)	(234)			Funding Swap	Grant
2022-23	Customer and Place	Housing and Growth Committee	Micro site development for affordable housing	43			Funding Swap	S106
2022-23	Customer and Place	Housing and Growth Committee	Micro site development for affordable housing	(43)			Funding Swap	Grant
2022-23	Children's Family Services	Children, Education & Safeguarding	Alternative Provision			356	Budget Reprofiled	Grant
2023-24	Children's Family Services	Children, Education & Safeguarding	Alternative Provision			(356)	Budget Reprofiled	Grant
2022-23	Brent Cross	Housing and Growth (Brent Cross)	Brent Cross West Station			(7,034)	Budget Reprofiled	Grant
2023-24	Brent Cross	Housing and Growth (Brent Cross)	Brent Cross West Station			1,752	Budget Reprofiled	Grant
2024-25	Brent Cross	Housing and Growth (Brent Cross)	Brent Cross West Station			5,282	Budget Reprofiled	Grant
2022-23	Children's Family Services	Children, Education & Safeguarding	Broadfields New Arp	(24)			Virement	Grant
2023-24	Children's Family Services	Children, Education & Safeguarding	Broadfields New Arp	5			Virement	Grant
2026-27	Children's Family Services	Children, Education & Safeguarding	SEN	19			Virement	Grant
2022-23	Children's Family Services	Children, Education & Safeguarding	SEN			(71)	Budget Reprofiled	Grant
2023-24	Children's Family Services	Children, Education & Safeguarding	SEN			90	Budget Reprofiled	Grant
2024-25	Children's Family Services	Children, Education & Safeguarding	SEN			(2,313)	Budget Reprofiled	Grant
2025-26	Children's Family Services	Children, Education & Safeguarding	SEN			(3,308)	Budget Reprofiled	Grant
2026-27	Children's Family Services	Children, Education & Safeguarding	SEN			5,602	Budget Reprofiled	Grant
2022-23	Brent Cross	Housing and Growth (Brent Cross)	BXT Land Acquisitions			220	Budget Reprofiled	Grant
2023-24	Brent Cross	Housing and Growth (Brent Cross)	BXT Land Acquisitions			(220)	Budget Reprofiled	Grant
2022-23	Customer and Place	Housing and Growth Committee	Colindale Station Works			(108)	Budget Reprofiled	S106
2022-23	Customer and Place	Housing and Growth Committee	Colindale Station Works			(2,750)	Budget Reprofiled	Borrowing
2023-24	Customer and Place	Housing and Growth Committee	Colindale Station Works			108	Budget Reprofiled	S106
2023-24	Customer and Place	Housing and Growth Committee	Colindale Station Works			2,750	Budget Reprofiled	Borrowing
2022-23	Brent Cross	Housing and Growth (Brent Cross)	Critical Infrastructure			(2,316)	Budget Reprofiled	Grant
2023-24	Brent Cross	Housing and Growth (Brent Cross)	Critical Infrastructure			(52)	Budget Reprofiled	Grant
2024-25	Brent Cross	Housing and Growth (Brent Cross)	Critical Infrastructure			2,368	Budget Reprofiled	Grant
2022-23	Customer and Place	Housing and Growth Committee	Development Portfolio			(1,073)	Budget Reprofiled	Capital Receipts
2023-24	Customer and Place	Housing and Growth Committee	Development Portfolio			1,073	Budget Reprofiled	Capital Receipts
2022-23	Customer and Place	Housing and Growth Committee	FAMILY FRIENDLY HUB FITOUT			(359)	Budget Reprofiled	Borrowing
2023-24	Customer and Place	Housing and Growth Committee	FAMILY FRIENDLY HUB FITOUT			359	Budget Reprofiled	Borrowing
2023-24	Children's Family Services	Children, Education & Safeguarding	Family Services Estate - building compliance, extensive R&M, H&S, DDA			(132)	Budget Reprofiled	Borrowing
2025-26	Children's Family Services	Children, Education & Safeguarding	Family Services Estate - building compliance, extensive R&M, H&S, DDA			132	Budget Reprofiled	Borrowing
2022-23	Children's Family Services	Children, Education & Safeguarding	Grammar school projects			(700)	Budget Reprofiled	Grant
2023-24	Children's Family Services	Children, Education & Safeguarding	Grammar school projects			450	Budget Reprofiled	Grant
2024-25	Children's Family Services	Children, Education & Safeguarding	Grammar school projects			250	Budget Reprofiled	Grant
2022-23	Adults and Health	Environment and Climate Change	Green spaces development project			(596)	Budget Reprofiled	CIL
2023-24	Adults and Health	Environment and Climate Change	Green spaces development project			596	Budget Reprofiled	CIL
2022-23	Adults and Health	Environment and Climate Change	Greenspaces Infrastructure Programme			(100)	Budget Reprofiled	S106
2023-24	Adults and Health	Environment and Climate Change	Greenspaces Infrastructure Programme			100	Budget Reprofiled	S106
2022-23	Customer and Place	Environment and Climate Change	Heybourne Park Improvements			(1,500)	Budget Reprofiled	S106
2023-24	Customer and Place	Environment and Climate Change	Heybourne Park Improvements			1,500	Budget Reprofiled	S106
2022-23	Customer and Place	Environment and Climate Change	Highway Asset Management/Network Recovery Plan (NRP) Phase 2			1,093	Budget Reprofiled	Borrowing
2023-24	Customer and Place	Environment and Climate Change	Highway Asset Management/Network Recovery Plan (NRP) Phase 2			(1,093)	Budget Reprofiled	Borrowing
2022-23	Customer and Place	Environment and Climate Change	Highways & Transportation SCIL			(631)	Budget Reprofiled	CIL
2023-24	Customer and Place	Environment and Climate Change	Highways & Transportation SCIL			631	Budget Reprofiled	CIL
2022-23	Adults and Health	Adults and Safeguarding	Investing in IT			(105)	Budget Reprofiled	Borrowing
2023-24	Adults and Health	Adults and Safeguarding	Investing in IT			105	Budget Reprofiled	Borrowing
2022-23	Brent Cross	Housing and Growth (Brent Cross)	Land Acquisitions			1,075	Budget Reprofiled	Borrowing
2023-24	Brent Cross	Housing and Growth (Brent Cross)	Land Acquisitions			(1,075)	Budget Reprofiled	Borrowing
2022-23	Children's Family Services	Children, Education & Safeguarding	Loft conversion and extension policy for Foster Carers			(29)	Budget Reprofiled	Borrowing
2023-24	Children's Family Services	Children, Education & Safeguarding	Loft conversion and extension policy for Foster Carers			(80)	Budget Reprofiled	Borrowing
2024-25	Children's Family Services	Children, Education & Safeguarding	Loft conversion and extension policy for Foster Carers			(6)	Budget Reprofiled	Borrowing
2025-26	Children's Family Services	Children, Education & Safeguarding	Loft conversion and extension policy for Foster Carers			(85)	Budget Reprofiled	Borrowing
2026-27	Children's Family Services	Children, Education & Safeguarding	Loft conversion and extension policy for Foster Carers			200	Budget Reprofiled	Borrowing
2022-23	Customer and Place	Housing and Growth Committee	Milesplit Cemetery Works			(20)	Budget Reprofiled	Borrowing
2023-24	Customer and Place	Housing and Growth Committee	Milesplit Cemetery Works			20	Budget Reprofiled	Borrowing
2022-23	Children's Family Services	Children, Education & Safeguarding	Modernisation - Primary & Secondary			317	Budget Reprofiled	Grant
2023-24	Children's Family Services	Children, Education & Safeguarding	Modernisation - Primary & Secondary			(2,317)	Budget Reprofiled	Grant
2024-25	Children's Family Services	Children, Education & Safeguarding	Modernisation - Primary & Secondary			2,000	Budget Reprofiled	Grant
2022-23	Children's Family Services	Children, Education & Safeguarding	Oakleigh SEN			(400)	Budget Reprofiled	Grant
2023-24	Children's Family Services	Children, Education & Safeguarding	Oakleigh SEN			400	Budget Reprofiled	Grant
2022-23	Children's Family Services	Children, Education & Safeguarding	Pan-London Secure Children's home			240	Budget Reprofiled	Grant
2023-24	Children's Family Services	Children, Education & Safeguarding	Pan-London Secure Children's home			(240)	Budget Reprofiled	Grant
2022-23	Adults and Health	Environment and Climate Change	Park Infrastructure			(675)	Budget Reprofiled	CIL
2023-24	Adults and Health	Environment and Climate Change	Park Infrastructure			425	Budget Reprofiled	CIL
2025-26	Adults and Health	Environment and Climate Change	Park Infrastructure			250	Budget Reprofiled	CIL
2022-23	Customer and Place	Housing and Growth Committee	Public Sector Decarbonisation Scheme Phase 3			(10,000)	Budget Reprofiled	Borrowing (Mayor's Energy Efficiency F

Year	Directorate	Theme	Programme	Deletions/ Transfers	Additions	Net Slippage & Accelerated spend	Explanation for request	Funding
2023-24	Customer and Place	Housing and Growth Committee	Public Sector Decarbonisation Scheme Phase 3			10,000	Budget Reprofiled	Borrowing (Mayor's Energy Efficiency F
2023-24	Children's Family Services	Children, Education & Safeguarding	Saracens Primary			50	Budget Reprofiled	Grant
2024-25	Children's Family Services	Children, Education & Safeguarding	Saracens Primary			(50)	Budget Reprofiled	Grant
2023-24	Children's Family Services	Children, Education & Safeguarding	School place planning (Primary)			(525)	Budget Reprofiled	Grant
2023-24	Children's Family Services	Children, Education & Safeguarding	School place planning (Primary)			(822)	Budget Reprofiled	S106
2024-25	Children's Family Services	Children, Education & Safeguarding	School place planning (Primary)			(267)	Budget Reprofiled	Grant
2025-26	Children's Family Services	Children, Education & Safeguarding	School place planning (Primary)			822	Budget Reprofiled	S106
2025-26	Children's Family Services	Children, Education & Safeguarding	School place planning (Primary)			792	Budget Reprofiled	Grant
2022-23	Children's Family Services	Children, Education & Safeguarding	London Academy	(11)			Virement	Grant
2025-26	Children's Family Services	Children, Education & Safeguarding	School place planning (Secondary)	11			Virement	Grant
2023-24	Children's Family Services	Children, Education & Safeguarding	School place planning (Secondary)			(939)	Budget Reprofiled	Grant
2023-24	Children's Family Services	Children, Education & Safeguarding	School place planning (Secondary)			(822)	Budget Reprofiled	S106
2024-25	Children's Family Services	Children, Education & Safeguarding	School place planning (Secondary)			939	Budget Reprofiled	Grant
2024-25	Children's Family Services	Children, Education & Safeguarding	School place planning (Secondary)			822	Budget Reprofiled	S106
2024-25	Children's Family Services	Children, Education & Safeguarding	School place planning (Secondary)			(1,585)	Budget Reprofiled	Grant
2025-26	Children's Family Services	Children, Education & Safeguarding	School place planning (Secondary)			1,585	Budget Reprofiled	Grant
2022-23	Adults and Health	Adults and Safeguarding	Sport and Physical Activities			(38)	Budget Reprofiled	Capital Receipts
2022-23	Adults and Health	Adults and Safeguarding	Sport and Physical Activities			(388)	Budget Reprofiled	Grant
2023-24	Adults and Health	Adults and Safeguarding	Sport and Physical Activities			38	Budget Reprofiled	Capital Receipts
2023-24	Adults and Health	Adults and Safeguarding	Sport and Physical Activities			388	Budget Reprofiled	Grant
2022-23	Customer and Place	Housing and Growth Committee	Housing acquisitions Open Door			1,250	Funding Correction	Borrowing
2022-23	Customer and Place	Housing and Growth Committee	Housing acquisitions Open Door			(1,250)	Funding Correction	Grant
2022-23	Customer and Place	Housing and Growth Committee	The Burroughs, Hendon			(1,407)	Budget Reprofiled	Borrowing
2023-24	Customer and Place	Housing and Growth Committee	The Burroughs, Hendon			1,407	Budget Reprofiled	Borrowing
2022-23	Customer and Place	Housing and Growth Committee	Town Centre			(5,720)	Budget Reprofiled	CIL
2023-24	Customer and Place	Housing and Growth Committee	Town Centre			5,487	Budget Reprofiled	CIL
2024-25	Customer and Place	Housing and Growth Committee	Town Centre			648	Budget Reprofiled	CIL
2025-26	Customer and Place	Housing and Growth Committee	Town Centre			(415)	Budget Reprofiled	CIL
2022-23	HRA	Housing Revenue Account	Major Works (excl Granv Rd)	2,700			Funding Swap	S106
2022-23	HRA	Housing Revenue Account	Major Works (excl Granv Rd)	(2,700)			Funding Swap	RCCO/MRA
2022-23	HRA	Housing Revenue Account	Major Works (excl Granv Rd)	200			Funding Swap	S106
2022-23	HRA	Housing Revenue Account	Major Works (excl Granv Rd)	(200)			Funding Swap	RCCO/MRA
2022-23	Customer and Place	Housing and Growth Committee	Window replacement at Aphore care centre	(481)			Virement	Borrowing
2022-23	Customer and Place	Housing and Growth Committee	Firestopping works and other urgent maintenance works at care homes	481			Virement	Borrowing
2022-23	Children's Family Services	Children, Education & Safeguarding	Pan-London Secure Children's home		80		Addition	Grant
2022-23	Resources	Policy & Resources	Replacement Finance, HR and Procurement systems		2,688		Addition	Borrowing
2023-24	Resources	Policy & Resources	Replacement Finance, HR and Procurement systems		5,624		Addition	Borrowing
2024-25	Resources	Policy & Resources	Replacement Finance, HR and Procurement systems		2,700		Addition	Borrowing
2022-23	Customer and Place	Housing and Growth Committee	Firestopping works and other urgent maintenance works at care homes			(10,000)	Budget Reprofiled	Borrowing
2023-24	Customer and Place	Housing and Growth Committee	Firestopping works and other urgent maintenance works at care homes			10,000	Budget Reprofiled	Borrowing
2022-23	Brent Cross	Housing and Growth (Brent Cross)	Brent Cross West Station		33		Addition	Grant
2022-23	HRA	Housing Revenue Account	Extra Care - housing (Stag)	701			Virement	Borrowing
2022-23	HRA	Housing Revenue Account	Extra Care - housing (Stag)	(701)			Virement	S106
2022-23	HRA	Housing Revenue Account	Barnet Homes GLA development programme			(4,198)	Budget Reprofiled	Other Contributions
2023-24	HRA	Housing Revenue Account	Barnet Homes GLA development programme			4,198	Budget Reprofiled	Other Contributions
2023-24	HRA	Housing Revenue Account	Barnet Homes GLA development programme	(8)			Virement	Other Contributions
2023-24	HRA	Housing Revenue Account	Barnet Homes GLA development programme	8			Virement	Borrowing
2023-24	HRA	Housing Revenue Account	Barnet Homes GLA development programme		3,501		Addition	Borrowing
2023-24	HRA	Housing Revenue Account	Barnet Homes GLA development programme		2,900		Addition	S106
2024-25	HRA	Housing Revenue Account	Barnet Homes GLA development programme		3,125		Addition	Borrowing
2025-26	HRA	Housing Revenue Account	Barnet Homes GLA development programme		1,702		Addition	Borrowing
2022-23	HRA	Housing Revenue Account	Graham Park NE		617		Addition	Borrowing
2023-24	HRA	Housing Revenue Account	Graham Park NE		1,933		Addition	Borrowing
2022-23	HRA	Housing Revenue Account	Extra Care - housing (Stag)		762		Addition	Borrowing
2023-24	HRA	Housing Revenue Account	Extra Care - housing (Stag)		1,100		Addition	Borrowing
2024-25	HRA	Housing Revenue Account	Extra Care - housing (Stag)		226		Addition	Borrowing
2022-23	HRA	Housing Revenue Account	Stag house - property purchase	(32)			Virement	Capital Receipts
2022-23	HRA	Housing Revenue Account	Extra Care - housing (Stag)	32			Virement	Capital Receipts
2022-23	HRA	Housing Revenue Account	Stag house - property purchase	(65)			Virement	Borrowing
2022-23	HRA	Housing Revenue Account	Extra Care - housing (Stag)	65			Virement	Borrowing
2022-23	HRA	Housing Revenue Account	Major Works (excl Granv Rd)			(425)	Budget Reprofiled	MRA/RCCO
2023-24	HRA	Housing Revenue Account	Major Works (excl Granv Rd)			(26)	Budget Reprofiled	MRA/RCCO
2024-25	HRA	Housing Revenue Account	Major Works (excl Granv Rd)			(26)	Budget Reprofiled	MRA/RCCO
2025-26	HRA	Housing Revenue Account	Major Works (excl Granv Rd)			477	Budget Reprofiled	MRA/RCCO
2025-26	HRA	Housing Revenue Account	Major Works (excl Granv Rd)		7,114		Addition in line with HRA business plan	Borrowing
2026-27	HRA	Housing Revenue Account	Major Works (excl Granv Rd)		16,958		Addition in line with HRA business plan	Borrowing
2025-26	HRA	Housing Revenue Account	Accessible accommodation adaptations		168		Addition in line with HRA business plan	Borrowing
2026-27	HRA	Housing Revenue Account	Accessible accommodation adaptations		1,200		Addition in line with HRA business plan	Borrowing
2022-23	HRA	Housing Revenue Account	M&E/ GAS			(345)	Budget Reprofiled	MRA/RCCO
2023-24	HRA	Housing Revenue Account	M&E/ GAS			(2)	Budget Reprofiled	MRA/RCCO
2024-25	HRA	Housing Revenue Account	M&E/ GAS			(2)	Budget Reprofiled	MRA/RCCO
2026-27	HRA	Housing Revenue Account	M&E/ GAS			349	Budget Reprofiled	MRA/RCCO

Year	Directorate	Theme	Programme	Deletions/ Transfers	Additions	Net Slippage & Accelerated spend	Explanation for request	Funding
2026-27	HRA	Housing Revenue Account	M&E/ GAS		1,765		Addition in line with HRA business plan	Borrowing
2022-23	HRA	Housing Revenue Account	New Build - 250 units			(1,451)	Budget Reprofiled	Borrowing
2023-24	HRA	Housing Revenue Account	New Build - 250 units			(9,752)	Budget Reprofiled	Borrowing
2024-25	HRA	Housing Revenue Account	New Build - 250 units			2,392	Budget Reprofiled	Borrowing
2025-26	HRA	Housing Revenue Account	New Build - 250 units			3,421	Budget Reprofiled	Borrowing
2024-25	HRA	Housing Revenue Account	New Build - 250 units			5,390	Budget Reprofiled	Borrowing
2024-25	HRA	Housing Revenue Account	New Build - 250 units		3,829		Addition in line with HRA business plan	Borrowing
2024-25	HRA	Housing Revenue Account	New Build - 250 units	(1,872)			Funding swap	Borrowing
2024-25	HRA	Housing Revenue Account	New Build - 250 units	1,872			Funding swap	Grant
2024-25	HRA	Housing Revenue Account	New Build - 250 units	(365)			Funding swap	Borrowing
2024-25	HRA	Housing Revenue Account	New Build - 250 units	365			Funding swap	Grant
2022-23	HRA	Housing Revenue Account	Dollis Valley - property acquisitions	(161)			Deletion in line with HRA business plan	Borrowing
2022-23	HRA	Housing Revenue Account	Extra Care - housing (Cheshir)			(782)	Budget Reprofiled	Borrowing
2022-23	HRA	Housing Revenue Account	Extra Care - housing (Cheshir)			(934)	Budget Reprofiled	Grant
2023-24	HRA	Housing Revenue Account	Extra Care - housing (Cheshir)		899		Addition in line with HRA business plan	Borrowing
2023-24	HRA	Housing Revenue Account	Extra Care - housing (Cheshir)			3,166	Budget Reprofiled	Borrowing
2023-24	HRA	Housing Revenue Account	Extra Care - housing (Cheshir)			934	Budget Reprofiled	Grant
2024-25	HRA	Housing Revenue Account	Extra Care - housing (Cheshir)			(2,384)	Budget Reprofiled	Borrowing
2026-27	HRA	Housing Revenue Account	Extra Care - housing (Cheshir)		727		Addition in line with HRA business plan	Borrowing
2022-23	HRA	Housing Revenue Account	Regen Stock Additional Investment		1,637		Addition in line with HRA business plan	Borrowing
2023-24	HRA	Housing Revenue Account	Regen Stock Additional Investment		3,049		Addition in line with HRA business plan	Borrowing
2024-25	HRA	Housing Revenue Account	Regen Stock Additional Investment		2,652		Addition in line with HRA business plan	Borrowing
2025-26	HRA	Housing Revenue Account	Regen Stock Additional Investment		2,286		Addition in line with HRA business plan	Borrowing
2026-27	HRA	Housing Revenue Account	Regen Stock Additional Investment		1,452		Addition in line with HRA business plan	Borrowing
2022-23	HRA	Housing Revenue Account	Neighbourhood works			(1,563)	Budget Reprofiled	Borrowing
2023-24	HRA	Housing Revenue Account	Neighbourhood works	(876)			Deletion in line with HRA business plan	Borrowing
2023-24	HRA	Housing Revenue Account	Neighbourhood works			(981)	Budget Reprofiled	Borrowing
2025-26	HRA	Housing Revenue Account	Neighbourhood works			903	Budget Reprofiled	Borrowing
2026-27	HRA	Housing Revenue Account	Neighbourhood works			1,641	Budget Reprofiled	Borrowing
2022-23	HRA	Housing Revenue Account	Carbon Neutral works			(1,815)	Budget Reprofiled	Borrowing
2025-26	HRA	Housing Revenue Account	Carbon Neutral works			1,673	Budget Reprofiled	Borrowing
2026-27	HRA	Housing Revenue Account	Carbon Neutral works			142	Budget Reprofiled	Borrowing
2026-27	HRA	Housing Revenue Account	Carbon Neutral works		4,496		Addition in line with HRA business plan	Borrowing
2022-23	HRA	Housing Revenue Account	HRA acquisitions	(54)			Deletion in line with HRA business plan	Borrowing
2022-23	HRA	Housing Revenue Account	HRA acquisitions			(400)	Budget Reprofiled	Borrowing
2023-24	HRA	Housing Revenue Account	HRA acquisitions			400	Budget Reprofiled	Borrowing
2022-23	HRA	Housing Revenue Account	HRA Acquisitions Phase 3 - Programme 1		4,434		Addition in line with HRA business plan	Borrowing
2023-24	HRA	Housing Revenue Account	HRA Acquisitions Phase 3 - Programme 2	(8,461)			Deletion in line with HRA business plan	Borrowing
2022-23	HRA	Housing Revenue Account	Small Sites Programme (HRA)			(2,721)	Budget Reprofiled	Borrowing
2022-23	HRA	Housing Revenue Account	Small Sites Programme (HRA)			(896)	Budget Reprofiled	Grant
2023-24	HRA	Housing Revenue Account	Small Sites Programme (HRA)			2,721	Budget Reprofiled	Borrowing
2023-24	HRA	Housing Revenue Account	Small Sites Programme (HRA)			896	Budget Reprofiled	Grant
2022-23	HRA	Housing Revenue Account	HRA Fire Safety Programme		3,697		Addition in line with HRA business plan	Borrowing
2026-27	HRA	Housing Revenue Account	HRA Fire Safety Programme		2,963		Addition in line with HRA business plan	Borrowing

Appendix E (ii)
P&R Proposed Capital Programme by Theme Committee

Theme Committee	2022-23	2023-24	2024-25	2025-26	2026-27	Total	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	5,254	4,606	3,762	0	0	13,621	9,752	155	38	0	3,471	0	205	13,621
Housing and Growth (Brent Cross)	75,283	39,151	24,939	0	0	139,373	109,566	0	17,517	1,011	0	0	11,280	139,373
Children, Education & Safeguarding	16,275	9,179	9,376	5,431	5,821	46,082	39,931	2,809	158	0	363	0	2,823	46,082
Community Leadership and Libraries	2,274	200	0	0	0	2,474	0	0	0	0	2,363	0	111	2,474
Environment	31,935	25,774	17,864	12,960	0	88,533	3,795	6,354	395	0	42,290	0	35,698	88,533
Housing and Growth Committee	87,373	123,847	56,287	35,345	860	303,713	54,369	7,938	13,676	491	38,841	11,700	176,698	303,713
Policy & Resources	20,475	7,984	4,770	0	0	33,229	1	45	166	0	4,183	0	28,834	33,229
Total - General Fund	238,869	210,741	116,998	53,736	6,681	627,025	217,415	17,301	31,949	1,502	91,510	11,700	255,648	627,025
Housing Revenue Account	110,139	100,569	68,053	60,847	46,774	386,382	25,819	3,700	10,989	53,586	0	0	292,288	386,382
Total - All Services	349,007	311,309	185,051	114,584	53,455	1,013,407	243,234	21,001	42,938	55,088	91,510	11,700	547,936	1,013,407

Adults and Safeguarding	2022-23	2023-24	2024-25	2025-26	2026-27	Total	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Sport and Physical Activities	60	426	0	0	0	486	448	0	38	0	0	0	0	486
Community Equipment and Assistive Technology	1,474	1,000	997	0	0	3,471	0	0	0	0	3,471	0	0	3,471
Investing in IT	100	105	0	0	0	205	0	0	0	0	0	0	205	205
Disabled Facilities Grants Programme	3,465	3,074	2,765	0	0	9,304	9,304	0	0	0	0	0	0	9,304
Gaelic playing pitch relocation	155	0	0	0	0	155	0	155	0	0	0	0	0	155
Adults and Safeguarding Total	5,254	4,606	3,762	0	0	13,621	9,752	155	38	0	3,471	0	205	13,621

Housing and Growth (Brent Cross)	2022-23	2023-24	2024-25	2025-26	2026-27	Total	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Land Acquisitions	5,272	4,771	0	0	0	10,043	1,263	0	0	0	0	0	8,780	10,043
Brent Cross West Station	57,692	15,281	22,571	0	0	95,544	75,416	0	16,617	1,011	0	0	2,500	95,544
Critical Infrastructure	10,160	3,762	2,368	0	0	16,290	15,390	0	900	0	0	0	0	16,290
Strategic Infrastructure Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BXT Land Acquisitions	2,159	15,337	0	0	0	17,496	17,496	0	0	0	0	0	0	17,496
Housing and Growth (Brent Cross) Total	75,283	39,151	24,939	0	0	139,373	109,566	0	17,517	1,011	0	0	11,280	139,373

Children, Education & Safeguarding	2022-23	2023-24	2024-25	2025-26	2026-27	Total	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SEN Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Oakleigh SEN	204	1,340	0	0	0	1,544	1,544	0	0	0	0	0	0	1,544
SEN Other Projects	590	30	0	0	0	620	620	0	0	0	0	0	0	620

SEN	2,137	1,796	2,000	2,000	5,621	13,554	13,554	0	0	0	0	0	0	13,554
Modernisation - Primary & Secondary	4,018	411	2,000	0	0	6,429	6,429	0	0	0	0	0	0	6,429
Healthy Pupils Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Orion Primary School	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Monkfrith	0	0	0	0	0	0	0	0	0	0	0	0	0	0
St Agnes	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Saracens Primary	4	550	1,608	0	0	2,162	2,162	0	0	0	0	0	0	2,162
Kosher Kitchen	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Permanent All Through Expansion Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0
London Academy	0	0	0	0	0	0	0	0	0	0	0	0	0	0
St Mary's & St John's	0	0	0	0	0	0	0	0	0	0	0	0	0	0
St James / Blessed Dominic	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Permanent Primary/Secondary(reallocation) Expansion Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Friern Barnet Hub	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Oak Lodge Special School	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grammar school projects	940	3,797	250	0	0	4,987	4,503	0	0	0	0	484	0	4,987
School place planning (Primary)	0	0	1,347	1,614	0	2,961	2,139	822	0	0	0	0	0	2,961
School place planning (Secondary)	0	0	1,761	1,585	0	3,346	2,524	822	0	0	0	0	0	3,346
Alternative Provision	3,938	526	0	0	0	4,464	3,299	1,164	0	0	0	0	0	4,464
Early Education and Childcare place sufficiency	100	170	0	0	0	270	0	0	0	0	270	0	0	270
Information Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loft conversion and extension policy for Foster Carers	70	100	179	100	200	649	0	0	39	0	0	0	610	649
New Park House Children's home	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Meadow Close Children's Homes	142	0	0	0	0	142	0	0	0	0	93	0	49	142
Family Services Estate - building compliance, extensive R&M, H&S, DDA	0	100	231	132	0	463	0	0	118	0	0	0	345	463
Placement Demand Transformation	234	0	0	0	0	234	0	0	0	0	0	0	235	235
Solo Provision Bid	1,100	0	0	0	0	1,100	0	0	0	0	0	0	1,100	1,100
Pan-London Secure Children's home	2,798	359	0	0	0	3,157	3,157	0	0	0	0	0	0	3,157
Children, Education & Safeguarding Total	16,275	9,179	9,376	5,431	5,821	46,082	39,931	2,809	158	0	363	0	2,823	46,082

Community Leadership and Libraries	2022-23	2023-24	2024-25	2025-26	2026-27	Total	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLb)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Enforcement - CCTV	2,163	200	0	0	0	2,363	0	0	0	0	2,363	0	0	2,363
Libraries Capital Programme	111	0	0	0	0	111	0	0	0	0	0	0	111	111
Schools Library Service SCIL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Leadership and Libraries Total	2,274	200	0	0	0	2,474	0	0	0	0	2,363	0	111	2,474

Environment	2022-23	2023-24	2024-25	2025-26	2026-27	Total	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLb)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN						0								0

Local Implementation Plan 2016/17 and onwards	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Borough Cycling Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HIGHWAYS non-TfL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Footway Reconstruction	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Traffic Management	4	0	0	0	0	4	0	4	0	0	0	0	0	4
Highways Improvement	2,430	0	0	0	0	2,430	0	2,430	0	0	0	0	0	2,430
Travel Plan Implementation	91	0	0	0	0	91	0	91	0	0	0	0	0	91
Minor Highways Improvements	671	316	0	0	0	987	0	0	0	0	0	0	987	987
Highways Planned Maintenance Works Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Saracens - highways works	40	0	0	0	0	40	0	40	0	0	0	0	0	40
Drainage Schemes	34	0	0	0	0	34	34	0	0	0	0	0	0	34
Mill Corner Drainage Scheme	833	0	0	0	0	833	0	0	0	0	0	0	833	833
Road Traffic Act - Controlled Parking Zones	50	0	0	0	0	50	0	50	0	0	0	0	0	50
Investment in Roads & Pavement (NRP)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Highway Asset Management/Network Recovery Plan (NRP) Phase 2	8,445	5,147	6,370	0	0	19,962	0	0	0	0	513	0	19,449	19,962
Exor Asset Management System	108	111	13	0	0	233	0	0	0	0	0	0	233	233
Highways & Transportation SCIL	5,649	6,176	3,595	4,580	0	20,000	0	0	0	0	20,000	0	0	20,000
Environment	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Refurbish and regenerate Hendon Cemetery and Crematorium	330	0	0	0	0	330	24	0	0	0	0	0	306	330
Hendon Cemetery & Crematorium Enhancement	10	0	0	0	0	10	0	0	10	0	0	0	0	10
Lines and Signs	9	0	0	0	0	9	0	0	0	0	0	0	9	9
LED Lighting	600	310	0	0	0	910	0	0	0	0	0	0	910	910
Pay and Display parking machine estate upgrade	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Moving traffic cameras	375	0	0	0	0	375	0	0	0	0	0	0	375	375
Controlled parking zones review	499	0	0	0	0	499	0	0	0	0	0	0	499	499
Highways (permanent re-instatement)	36	0	0	0	0	36	0	0	4	0	0	0	31	36
Old Court House - public toilets	40	0	0	0	0	40	0	40	0	0	0	0	0	40
Parks & Open Spaces and Tree Planting	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Park Infrastructure	637	3,925	7,500	8,380	0	20,442	8	315	0	0	18,000	0	2,119	20,442
Victoria Park Infrastructure	100	110	0	0	0	210	0	0	210	0	0	0	0	210
Data Works Management system	170	0	0	0	0	170	0	0	170	0	0	0	0	170
Parks Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	4,000	3,178	0	0	0	7,178	0	0	1	0	0	0	7,177	7,178
Street cleansing and greenspaces - vehicles and equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0
COVID19 Social Distancing Projects	163	0	0	0	0	163	163	0	0	0	0	0	0	163
Greenspaces Infrastructure Programme	200	500	386	0	0	1,086	0	1,086	0	0	0	0	0	1,086
Green spaces development project	1,404	2,700	0	0	0	4,104	0	0	0	0	3,750	0	354	4,104
Heybourne Park Improvements	166	3,300	0	0	0	3,466	0	2,000	0	0	0	0	1,466	3,466
Two PM2.5 monitoring stations SCIL	27	0	0	0	0	27	0	0	0	0	27	0	0	27
Parks & Open Spaces SCIL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Barnet EV 500 Project	4,815	0	0	0	0	4,815	3,567	298	0	0	0	0	950	4,815
Environment Total	31,935	25,774	17,864	12,960	0	88,533	3,795	6,354	395	0	42,290	0	35,698	88,533

Housing and Growth Committee	2022-23	2023-24	2024-25	2025-26	Total	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000

Office Build	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Empty Properties	160	1,110	1,110	160	160	2,700	0	0	2,700	0	0	0	0	2,700
Chilvins Court	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Out of borough acquisition	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct Acquisitions	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Modular Homes	0	0	0	0	0	0	0	0	0	0	0	0	0	0
St Georges Lodge temporary accommodation conversion	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hermitage Lane - mixed tenure residential conversion	1,780	0	0	0	0	1,780	0	0	0	491	0	0	1,288	1,780
New Build Housing (Open Door)	10,192	0	0	0	0	10,192	0	100	6,280	0	0	0	3,812	10,192
Housing acquisitions Open Door	22,000	36,000	36,000	28,500	0	122,500	0	0	0	0	0	0	122,500	122,500
Loan Trf 156 properties to Open door	0	0	0	0	0	0	0	0	0	0	0	0	0	0
The Burroughs, Hendon	8,998	4,498	0	0	0	13,496	0	0	0	0	0	0	13,496	13,496
Pinkham Way land release	100	0	0	0	0	100	100	0	0	0	0	0	0	100
Micro site development for affordable housing	1,251	0	0	0	0	1,251	660	591	0	0	0	0	0	1,251
Decent Homes Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure Projects	0	0	5,000	0	0	5,000	0	0	0	0	5,000	0	0	5,000
Mixed tenure housing programme (Tranche 1)	1,251	0	0	0	0	1,251	0	1,251	0	0	0	0	0	1,251
Development Portfolio	872	3,166	0	0	0	4,038	0	0	3,124	0	0	0	913	4,038
ULF GF SAGE (142)	19,845	22,774	2,341	0	700	45,660	45,660	0	0	0	0	0	0	45,660
DECC - Fuel Povety	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	2,540	12,692	6,098	6,385	0	27,715	628	105	0	0	26,982	0	0	27,715
Town Centre SCIL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Strategic opportunities fund	0	13,185	0	0	0	13,185	0	0	0	0	0	0	13,185	13,185
Milespit Cemetery Works	324	1,057	0	0	0	1,381	0	0	0	0	0	0	1,381	1,381
Colindale – Highways and Transport	1,094	1,000	4,938	0	0	7,032	1,032	2,577	0	0	3,423	0	0	7,032
Colindale Station Works	0	2,858	0	0	0	2,858	0	108	0	0	0	0	2,750	2,858
Grahame Park – Community Facilities	100	2,008	0	0	0	2,108	0	2,108	0	0	0	0	0	2,108
Barnet House Exit Works	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Sector Decarbonisation Scheme Phase 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Firestopping works and other urgent maintenance works at care homes	5,481	10,000	0	0	0	15,481	0	0	0	0	0	0	15,481	15,481
Window replacement at Apthore care centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0
COLINDALE FOW MODIFICATIONS	1,584	0	0	0	0	1,584	0	0	140	0	0	0	1,444	1,584
FAMILY FRIENDLY HUB FITOUT	80	359	0	0	0	439	0	0	0	0	0	0	439	439
HTH AV EQUIPMENT	9	0	0	0	0	9	0	0	0	0	0	0	9	9
Small Sites Programme (GF)	286	1,145	0	0	0	1,432	0	0	1,432	0	0	0	0	1,432
Healthier Routes to schools SCIL	200	200	300	300	0	1,000	0	0	0	0	1,000	0	0	1,000
Active Route - the Barnet Loop SCIL	0	500	500	0	0	1,000	0	0	0	0	1,000	0	0	1,000
Brent Cross Retail Park Purchase	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Health projects	500	0	0	0	0	500	0	500	0	0	0	0	0	500
Colindale – Parks, Open Spaces and Sports	500	1,296	0	0	0	1,796	333	28	0	0	1,435	0	0	1,796
Public Sector Decarbonisation Scheme Phase 3	8,228	10,000	0	0	0	18,228	5,956	571	0	0	0	11,700	0	18,228
Housing and Growth Committee Total	87,373	123,847	56,287	35,345	860	303,713	54,369	7,938	13,676	491	38,841	11,700	176,698	303,713

Policy & Resources	2022-23	2023-24	2024-25	2025-26	2026-27	Total	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLb)	Total
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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Depot relocation	8,254	0	0	0	0	8,254	0	0	71	0	4,183	0	4,000	8,254
Community Centre - Tarling Road	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asset Management	1,451	600	600	0	0	2,651	1	45	54	0	0	0	2,551	2,651
ICT strategy	1,291	1,760	1,470	0	0	4,521	0	0	41	0	0	0	4,480	4,521
Customer Services Transformation Programme	97	0	0	0	0	97	0	0	0	0	0	0	97	97
Implementation of Locality Strategy	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Saracen Loan	6,695	0	0	0	0	6,695	0	0	0	0	0	0	6,695	6,695
Finance IT	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Replacement Finance, HR and Procurement systems	2,688	5,624	2,700	0	0	11,012	0	0	0	0	0	0	11,012	11,012
Policy & Resources Total	20,475	7,984	4,770	0	0	33,229	1	45	166	0	4,183	0	28,834	33,229

Housing Revenue Account	2022-23	2023-24	2024-25	2025-26	2026-27	Total	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)	8,397	8,736	8,736	13,598	16,958	56,425	0	0	0	32,354	0	0	24,072	56,426
Accessible accommodation adaptations	1,162	1,162	1,162	1,200	1,200	5,886	0	0	0	510	0	0	5,376	5,886
Regeneration	163	163	163	0	0	489	0	0	0	489	0	0	0	489
Miscellaneous Repairs	3,629	3,211	3,211	2,165	0	12,216	0	0	0	-26	0	0	12,242	12,216
M&E/ GAS	6,566	956	566	2,114	2,114	12,316	0	0	0	8,960	0	0	3,356	12,316
Voids and Lettings	2,189	2,268	2,268	1,195	0	7,920	0	0	0	7,920	0	0	0	7,920
New Build - 250 units	1,872	8,277	31,230	24,257	12,144	77,780	2,237	0	0	0	0	0	75,543	77,780
Ansell Court - extra care housing	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Dollis Valley - property acquisitions	2,700	0	0	0	0	2,700	0	0	271	0	0	0	2,429	2,700
Extra Care - housing (Stag)	6,271	1,100	226	0	0	7,597	1,410	0	32	0	0	0	6,154	7,596
Extra Care - housing (Cheshir)	7,577	14,849	964	0	727	24,117	7,710	800	0	0	0	0	15,607	24,117
Burnt Oak Broadway Flats - additional storey	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Upper & Lower Fosters Community Led Design	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Regen Stock Additional Investment	17,683	3,803	2,652	2,286	1,452	27,876	0	0	0	0	0	0	27,876	27,876
Neighbourhood works	563	206	2,063	1,641	1,641	6,114	0	0	0	0	0	0	6,114	6,114
Carbon Neutral works	500	3,759	3,759	4,638	4,638	17,294	0	0	0	0	0	0	17,294	17,294
Stag house - property purchase	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Barnet Homes GLA development programme	3,936	26,427	5,153	1,853	0	37,369	8,762	2,900	0	0	0	0	25,707	37,369
HRA acquisitions	1,000	400	0	0	0	1,400	0	0	0	0	0	0	1,400	1,400
HRA Acquisitions Phase 3 - Programme 1	27,501	0	0	0	0	27,501	3,900	0	0	0	0	0	23,601	27,501
HRA Acquisitions Phase 3 - Programme 2	4,450	13,802	0	0	0	18,252	0	0	10,685	0	0	0	7,567	18,252
Small Sites Programme (HRA)	904	3,617	0	0	0	4,521	1,800	0	0	0	0	0	2,721	4,521
Silk House and Shoelands	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HRA Fire and Structural repairs	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HRA Fire Safety Programme	11,576	5,900	5,900	5,900	5,900	35,176	0	0	0	3,379	0	0	31,797	35,176
Dollis Valley CPO Payment	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Graham Park NE	1,500	1,933	0	0	0	3,433	0	0	0	0	0	0	3,433	3,433
Housing Revenue Account Total	110,139	100,569	68,053	60,847	46,774	386,382	25,819	3,700	10,989	53,586	0	0	292,288	386,382

New Risk ID	Risk Level	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Direction of Travel (from previous quarter)	Current Quarter Review Summary
STR002	Strategic	Market capacity	Decreases in the capacity of the social care market (private or voluntary) due to recruitment challenges, quality concerns, closure or staff leaving the sector could impact service delivery resulting in a failure to meet statutory duties and add additional pressure on staffing and finances.	Executive Director - Adults and Health	Statutory Duty	<ol style="list-style-type: none"> For all contracted services due diligence is undertaken at the start of each contract to ensure quality and sustainability of providers. Regular contract monitoring is undertaken with providers, with more visits to higher risk providers. There is also a clear provider failure/closure approach to manage closure of homes and safe transition of service users if required. More streamlined and better focus on quality. Working across North Central London to share ideas/learning on quality improvement programmes, including collaborative work with Enfield, Haringey, Camden and Islington councils on residential and nursing care supply, commissioning and quality assurance. Ongoing work to monitor the sustainability of the sector and explore best use of council resources to support this (including the awarding of inflationary uplifts) Specific support offer has been in place to support providers with Covid-19; support continues to be made available to care providers. Regular reviews of provider business continuity plans. Recruitment campaign to support sector with recruitment challenges. 	12	Same	Market capacity is under pressure for a number of reasons including home refurbishments, provider concerns and recent notices from two homes who have taken the decision to close. A response plan is being developed following the recent closure notices, and a longer term action plan and weekly meeting to progress and monitor actions.
STR001	Strategic	Adults safeguarding	Council services and partners not effectively managing their relevant safeguarding risks could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction and public scrutiny.	Executive Director - Adults and Health	Statutory Duty	<ol style="list-style-type: none"> Barnet council and partners have signed up to the multi-London agency procedures safeguarding policies and procedures and adopted across London in Q1 19/20. These were updated in 20/21, and represent best practice. The council has a comprehensive Learning and Development programme for social care practitioners to support high quality safeguarding practice. A quality assurance framework is in place which includes independent case audit programme, supervision audits and direct observations of staff and self-audits to provide reassurance that practice quality is high and identify areas for improvement. A quality board meets monthly to review the findings from mechanisms in the quality assurance framework and track any improvement against actions agreed. Performance monitoring of safeguarding, happens monthly and quarterly by the adult social care management team and the performance sub-group of Barnet's safeguarding adults board. Monthly reporting to executive director along with ad hoc reporting when necessary with clear roles and responsibilities are in place. The adult MASH has been in place since June 2019 to more effectively bring partners together in safeguarding work. Professional lead for safeguarding and clear responsibilities for those carrying out safeguarding inquiries through line management and Safeguarding Adults Manager (SAM). 	12	Same	The situation remains the same. Work continues with the Learning and Development programme, quality assurance framework, performance monitoring and adherence to London procedures. Recent updates to Mosaic have been rolled out and this is improving the recording of safeguarding work.
STR003	Strategic	Relationship with healthcare providers and partner organisations	Ineffective relationships with healthcare providers and partner organisations such as the NHS could lead to an inability to manage demand resulting in a failure to meet statutory duties and safeguarding of vulnerable residents.	Executive Director - Adults and Health	Statutory Duty	<ol style="list-style-type: none"> Joint planning and co-ordination work takes place through the Joint Health and Wellbeing Strategy and other Health and Wellbeing Board work, and at North Central London level through the Integrated Care System. At the borough level, there is close working through the integrated care partnership, the joint commissioning unit, the health and wellbeing executive group and the urgent and emergency care board which actively manage plans to control demand pressures in the system. ASC operational managers work with the NHS on the daily basis, to manage demand and pressures. Active monitoring of referral and activity data and discussing any concerns with health partners. Working as an integral part of the integrated discharge team and closely monitoring discharge data. 	12	Same	Demand on the health and social care system remains high but there is a good level of collaboration in Barnet and across North Central London to ensure partners are working effectively together. Work this quarter has included agreeing the scope for an external advisory project to design the local discharge model and improving how we work with Barnet, Enfield & Haringey Mental Health Trust.
STR004	Strategic	Response to emergency or incident	Insufficient resilience management (e.g. Business Continuity, Emergency (BC) Planning, Health & Safety) could lead to the council being unable to respond effectively to an emergency or incident resulting in disruption to services; harm to staff and/or the public; and legal challenge.	Executive Director - Assurance	Business Continuity	<ol style="list-style-type: none"> Current Business Continuity (BC) arrangements including strategy, exercises, training and resources Corporate BC Strategy and Plan in place. Maintenance of BC lead network Identification of Priority1 staff Corporate Health and Safety Management system in place including Health and Safety Policy, risk assessment and review, training, monitoring and reporting performance. Professional advice and support provided by Head of SHaW (statutory H&S officer) and H&S BP's. 	8	Reduced	The risk score has been reduced this quarter and has now reached its target score. While it is recognised that this is still a risk, there are sufficient controls and mitigations now in place to tolerate it: for example, the recruitment of new BECC staff in Q2.
STR005	Strategic	Safety from anti-social behaviour and crime (including violence and abuse)	Anti-social behaviour and crime (including hate crime) could lead to unsafe environments and perceptions of safety resulting in harm to individuals, community tension and increased demand for services.	Executive Director - Assurance	Statutory Duty	<ol style="list-style-type: none"> Working with Barnet Safer Community Partnership, including to deliver the knife crime action plan Working in partnership with the police, including to monitor tensions and local issues and response Environmental enforcement (e.g. litter and flyposting), including with Re (Regulatory Services) and Barnet Homes (e.g. noise and pests) and joint action across Estates Effective use of CCTV across the borough. Working with the Barnet Multi Faith Forum (BMFF) and Community Together Network to increase engagement with the community Delivering initiatives to encourage and celebrate cohesion . 	8	Same	Monitoring and multi-agency meetings continued this quarter, maintaining the log of anti-social behaviour across the borough. The service continues to tolerate this risk with the existing controls and mitigations in place.
STR006	Strategic	Strengthening Children's safeguarding	Insufficient safeguarding arrangements across the council could lead to children/young people suffering significant harm resulting in serious consequences to the child/young person and the council failing to meet its statutory duties.	Executive Director - Children's Services	Statutory Duty	<ol style="list-style-type: none"> Delivery of robust delivery plan to take recommendations forward. Monitoring of impact of delivery plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected. Refresh of the Barnet Multiagency Safeguarding Arrangements (MASA) membership and work programme. Leadership from the Chief Executive, Borough Commander and Lead Officer in the CCG to drive forward action plan, and galvanise resources from across the council and partners to support further improvement (including support services). Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all levels. Annual scrutiny report by red Quadrant Annual LSCP report and business plan 	12	Same	Implementation of the new Healthy Child Programme provider (began delivery on 1 April 2022) is being monitored.
STR007	Strategic	Neglecting corporate parenting duty	The council and its partners neglecting to fulfil their duty as Corporate Parents could lead to poorer outcomes for children in care and care leavers across key areas including education, health and placements resulting in an increased gap between children in care/care leavers and their peers in the shorter term and poorer outcomes in the longer term.	Executive Director - Children's Services	Statutory Duty	<ol style="list-style-type: none"> 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. 	9	Same	Refreshed Corporate Parenting Officers Group plan was presented to group in September 2022.

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STR008	Strategic	Environmental sustainability	Climate change could lead to negative long-term consequences to the local environment (such as flooding) resulting in statutory environmental duties and targets not being met, financial consequences and not protecting the environment for future generations.	Deputy Chief Executive	Statutory Duty	Continue to implement the schemes highlighted in the Sustainability Strategy Framework, under the 5 themes of delivery: 1. Built Environment & Energy 2. Transport 3. Council Operations 4. Employment and Skills 5. Waste and Natural Environment	12	Same	Theme Workshops took place in Q1 to look at the actions that are already in train or being considered; these have been analysed against impact, cost and ease of delivery to develop a programme of work and Climate Action Plan. Updates to these action plans have taken place during August 2022 with a view to finalising the programme plan. A recruitment programme has taken place and all posts recruited to, which will enable the governance structures to be put into place. The governance programme has been agreed and will commence in September 2022. Procurement for a provider to deliver a Citizen's Assembly took place during August 2022, with the contract awarded and work commencing. Findings from initial engagement in March 2022 is being analysed by the Engagement team following a dispute with the initial provider of this work. Barnet was successful in winning funding for a pilot project which will increase the number of EV charge points across the borough. Air Quality Action Plan is being refreshed and consultation due to take place during Q3. Work on refreshed Tree Policy commencing in Q3.
STR014	Strategic	Building safety	Lack of a robust process to quality assure building contractors could lead to a breach of statutory compliance, health and safety issues resulting in reputational damage to the council, risk of harm or death, delays to delivery of outcomes and financial implications.	Deputy Chief Executive	Health & Safety	1. Health and Safety/quality prioritised as part of scoring during procurement/tender processes. Includes additional background checks, previous performance, exchange of risk information and consideration of proposals to manage risk where necessary. 2. Health and Safety/quality forms a key element of the council's project delivery gateway process, from initiation all the way through to delivery and handover. 3. Additional assurance sought through council's SHAW team and where necessary independent assurance through the technical team 4. During construction process on larger schemes the technical team will include an New Engineering Contract (NEC) Supervisor to ensure Health and Safety is being managed appropriately on site and reported correctly. 5. On smaller schemes CDM and method statements are requested prior to the start of works.	8	Same	Actions from Q1 have been completed. There remains an action to update project team members induction process to be clear on mandatory training expectations.
STR010	Strategic	Impact of economic downturn on future development	Adverse market performance or an economic downturn could lead to impacts on the pace of development, construction and material costs, supply chain issues, increased business failure and adverse impacts to town centres resulting in increased demand for council services such as temporary accommodation, and a decline in the long-term economic and societal health of the borough.	Deputy Chief Executive	Finance	1. Revise MTFs Growth Modelling to reflect income reduction scenarios for the council. 2. Appropriate governance in place - Steering Groups in place to discuss the impact of slow growth on the expected income for the council. 3. Continued engagement with developers on regeneration estates (e.g. Argent Related NHG, Countryside Properties, MHT). 4. Production of robust, high quality business cases including sensitivity testing. 5. Effective procurement processes and choice of contract type.	16	Same	The service is continuing to actively engage with development partners and contractors to understand the implications of cost inflation and supply chain pressures. They are also undertaking sensitivity modelling for the delivery of the council's capital programme over the next five years. Project and governance management structures will continue to remain in place and are being kept under review to ensure fit for purpose. Mitigations are being managed across a number of Boards, including the Strategic Planning Operations Board, Growth and Regeneration Operations Board, Town Centre Strategy Board and Employment and Skills Board. Since last quarter, inflation remains high and the continued war in Ukraine has significantly contributed to the rise in energy costs, as well as various pressures on the supply chain for raw materials, although this does not yet appear to have translated into significant adverse impacts on the development pipeline in the borough.
STR009	Strategic	Unmet customer expectations	Lack of joined up systems and processes across the council and strategic partners, skilled staff or training could lead to customer expectations not being met resulting in a poor customer experience or quality of service.	Deputy Chief Executive	Finance	1. Demand reduction initiatives with high volume services and CSG agreed with timelines for delivery. 2. Customer Experience programme delivering a range of online improvements which should limit the need for customers to contact the council. 3. Safeguards in place to protect service areas that are used by the most vulnerable residents and those that cannot get online. 4. Monthly web performance group meetings are held. 5. Accessibility reports are run to address shortcomings in accessing content for customers with accessibility needs. 6. Customer Experience Programme Business (CEP) case in place.	12	Same	In September, Rx month was launched with a focus on culture to look at staff understanding of impact on residents / other services. Positive feedback was received from those who participated. The team has also progressed work around the joined up front door and has been involved in developing support for the cost of living. Amazon Web Services will go live in October 2022.
STR013	Strategic	Cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Deputy Chief Executive	Business Continuity	1. Monthly contract management meetings in place to manage the contract and relationship with CSG 2. Monthly Partnership Operations Board for escalation of any issues identified 3. Joint risk being managed by CSG - IT with controls/mitigations in place. 4. Learning portal - mandatory training on Information Management/cyber security for staff 5. Remote working audit completed 6. Regular audits undertaken 7. PCI (payment card industry) accreditation 8. Management and oversight of the actions being carried out by CSG on the council's behalf (captured in the joint risk register). 9. BC leads have provided plans in case of a cyber security event	15	Same	DLUHC assessment has taken place on technical recommendations, report to be reviewed but early indications are that training and awareness are still a big focus. Funding has now been received from London Councils for training and the programme is being developed. Work is ongoing with Business Continuity leads to test plans particularly around the impact of a cyber attack. Scenario planning training is being developed in conjunction with Resilience. PwC audit will commence in October 2022.
STR015	Strategic	Pandemic type disease outbreak	Another wave of Covid-19 infections or the declaration of another pandemic (such as influenza) could lead to severe resource and capacity issues for the council and partner agencies resulting in an impact on service delivery and the health and wellbeing of residents.	Chief Executive	Statutory Duty	1. Ensure all service areas have a robust response system in place and regularly updated 2. Performing pandemic preparedness exercise across the council and its partners 3. Providing PH leadership and professional advice for the council's pandemic response.	10	Same	The long-term Workplace Wellbeing Strategy has been signed off by CMT. SHaW will work with the Public Health team on implementation of the plan.
STR016	Strategic	Staff wellbeing and mental health	Changes to staff working arrangements (such as hybrid working) and the psychological effects of the Covid-19 pandemic could lead to a staff disconnect with the organisation and a breakdown of relationships between managers and staff resulting in poor job satisfaction, presenteeism, sickness absence (mental health illness) and staff turnover.	Chief Executive	Staffing & Culture	<u>Prevention</u> 1. Regular information and guidance to staff on working practices such as regular breaks, regular contact and communication, physical exercise, via internal comms and through wellbeing hub 2. Employee Assistance Programme (EAP) provides advice and guidance on healthy lifestyles including mental health 3. Wellbeing and mental health training for staff and managers via Organisational Development team <u>Intervention</u> 4. EAP provides confidential support and counselling for staff 5. Able Futures is a government scheme providing support on mental health 6. Mental Health First Aiders provide support to staff and signposting to support	12	Increased	The long-term Workplace Wellbeing Strategy has been signed off by CMT. The SHaW team, in collaboration with stakeholders through the Workplace Wellbeing Group, is producing an action plan to drive the strategies objectives and address gaps identified through intelligence and data gathering. The Staff Wellbeing Hub and resources available to staff have been reviewed and updated. The employee burnout sessions have been commissioned and have now begun.
STR011	Strategic	Reduction in capacity of VCS	Funding and sustainability challenges facing the VCS could lead to a reduction in capacity and growth of preventative services, resulting in difficulties accessing services and demand for more complex support, especially for residents in hardship.	Executive Director - Resources	Business Continuity	1. Increased funding to a new enhanced Barnet Together Voluntary Community Sector (VCS) infrastructure alliance to enable greater support for frontline VCS organisations. 2. Ongoing Barnet Partnership Board meetings 3. Continue to work with all Prevention providers	12	Same	This quarter saw the first annual conference for the Barnet Together Alliance. This launched the initiative to the wider sector, from which around 150 organisations attended. The conference included workshops on capacity building and the opportunity to meet and talk to a range of funders. A volunteering strategy for Barnet was also launched at the meeting. Partnership Board also met this quarter to discuss responses to the cost of living crisis.

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STR021	Strategic	Increase in the North London Waste Authority (NLWA) levy	The expected replacement of the NLWA Energy from Waste (EFW) facility (expected 2026) could lead to an increase in the NLWA waste disposal/treatment levy of potentially up to £9 million per annum and any additional financial cost relating to delays in the construction of the EFW resulting in an increased financial pressure on the council.	Executive Director - Resources	Finance	<ol style="list-style-type: none"> Active engagement through officers and NLWA Members. Development of long-term financial strategy. Ongoing analysis of waste data flows. 	6	Same	The site at the Eco Park, where the Energy Recovery Facility is going to be constructed by Acciona, was handed over to Acciona in September 2022. This is a month ahead of schedule. Members and officers are being provided with regular updates, as set out in the controls and mitigations.
STR026	Strategic	Embedding the new administration's priorities	Lack of preparation and slow response by the organisation to shifting priorities could lead to the failure to deliver the administration's commitments and expected outcomes.	Chief Executive	Staffing & Culture	<ol style="list-style-type: none"> Assessment of manifesto to identify the commitments and likely impacts on budget (funding) and resource (ie staff) Regular meetings between the CEO and Leader Regular meetings between CMT and committee leads Development of Mobilisation Programme for delivering priority commitments New Transformation Director being appointed to take the lead on developing longer-term change programme Updated committee structure incl. Chairs/Vice Chairs 	6	Same	Policy and Resources Committee signed off the proposed approach to developing the corporate plan on 29 September 2022. Socialisation and commissioning services (for drafting text) is underway and a draft will be taken to Policy and Resources Committee in December. A Transformation Director has been appointed and the Transformation Programme is being developed.
STR027	Strategic	Cost of living	Financial hardship being experienced by more residents and businesses / to a greater degree could lead to increased demand for council services, increased local unemployment, more people in crisis and increased debt / non payment, resulting in pressure on services (capacity / turnaround times / quality of service) and pressure on the council's finances.	Executive Director - Resources	Finance	<ol style="list-style-type: none"> Prevention activity in place such as crisis funds, communications on sources of support and how to access, welfare advisers. Continued communications with welfare and VCS partners Support of Food Hub and foodbanks, usage is monitored 	16	Same	Policy and Resources Committee signed off the proposed approach on 29 September 2022. The Resident Support Fund launched on 3 October 2022 and additional resource is going into the Revs & Bens team to manage demand. Additional funding is going to Barnet Together to support community groups. A communications campaign has gone live, and procurement of a data tool is required.
STR022	Strategic	Future of Work	Failure to manage the transition to a post-Covid working environment could lead to missed opportunities for improvement to services and reduced staff engagement resulting in recruitment and retention issues and reduced staff wellbeing.	Executive Director - Resources	Business Continuity	<ol style="list-style-type: none"> Future of Work Programme Managed approach to ensure a safe and productive return to the office environment where this is required 	2	Reduced	The target risk score has been reached as the team is confident that relevant activities have been embedded into BAU and workforce surveys indicate that things seem to be working well. Will look to close the risk next quarter.
STR023	Strategic	Recruitment and retention	Market forces and economic and social issues (such as pandemic recovery, Brexit) could lead to recruitment and retention issues particularly in specialist areas resulting in a failure to meet statutory duties, council priorities and workforce and financial pressures.	Executive Director - Resources	Staffing & Culture	<ol style="list-style-type: none"> EDI Action plan in place Future of Work Programme Staff communication and engagement Unified Reward revision 	6	Same	Discussions with trade unions on Unified Reward revision continue, and the team is monitoring the direction of travel in national negotiations. Work is also ongoing to strengthen the offer in terms of overtime and flexible pension scheme provisions for certain occupational groups.
STR024	Strategic	Dependency on staff to manage urgent issues	A lack of capacity/capability, shared skills/knowledge or succession planning in the workforce could lead to dependency on a small number of staff to deal with urgent issues resulting in pressure points across the organisation and potential service failure.	Chief Executive	Business Continuity	<ol style="list-style-type: none"> Learning and development opportunities, including opportunities via Apprenticeship Levy Workforce/succession planning Create issues log identifying key issues and pressure points, including lead staff Work with Directorates on contingency plans and workforce/succession planning. 	9	Same	Management development work is ramping up; EDI focusing on e-learning and ongoing discussions around Stonewall accreditation.
STR017	Strategic	Revenue overspend	Central government funding for the council being adversely affected by changes in government policy or budget pressures being higher than anticipated could lead to non-achievement of budget targets and an overspend on the revenue budget resulting in an impact on service provision and / or quality and financial consequences for the council.	Executive Director - Resources	Finance	<ol style="list-style-type: none"> Strategically move the funding base of the council from being supported by Government Grants to the more stable base of Council Tax income Monthly budget monitoring for both capital and revenue expenditure. Risks and threats are identified early and management implement mitigating actions to offset emerging pressures. Budget setting process validating savings, income generation and forecast pressures at multiple times through a cycle. Engaging with colleagues across London and nationally, sectoral experts and keeping informed from media Annual scenario planning as part of the MTFs and identification of the key variables, both nationally (e.g. market fragility for adults and children's placements) and locally (e.g. delivery of housing numbers to meet modelled increases in CT base). 	12	Same	This is an ongoing risk, as the funding landscape does not move rapidly and has remained challenging for local government for the past 12 years. A mini-budget was announced on 23 September 2022 which gave little detail on funding for local government. A further announcement is expected at the end of November 2022. Scenario planning is ongoing as part of the MTFs and business planning.
STR018	Strategic	Funding uncertainty due to reduction in local taxation income	Residents experiencing financial hardship could lead to financial pressures due to a large proportion of council funding coming from council tax and business rates income resulting in a reduction in service quality, non-delivery of the MTFs and use of reserves.	Executive Director - Resources	Finance	<ol style="list-style-type: none"> Analysis of monthly collection performance; analysis of Housing Benefit and Council Tax Support awards and claims to provide early warning signs of pressures Maintaining a specified level of balance within the council's resilience reserve in addition to appropriate contingency balances to mitigate any in year pressures; Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to stem expenditure in non-frontline services whilst long term plans are being put into place; maintain good contacts with Government to remain as informed as possible. Investment being made with local businesses and working with the community to raise awareness of and increase support available. 	12	Same	Impacts of local taxation and bad debt continue to be monitored and reported as planned. The MTFs is being compiled and is on track. Setting of the financial strategy is ongoing.

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STR019	Strategic	Internal controls	Ineffective financial management and control could lead to the council not ensuring appropriate administration of public funds resulting in possible financial losses.	Executive Director - Resources	Finance	<ol style="list-style-type: none"> 1. A review of financial forecasts, and challenges where necessary, occurs on a monthly basis by Finance Business Partners 2. Regular, in depth reporting is considered by Council Management Team, Theme Committees, Audit Committee and Policy & Resources Committee. 3. Mitigating actions to contain overspends are identified, implemented and tracked for delivery. 4. Achievement of savings tracked and alternative actions identified where not achievable alongside review of reasons for non-achievement and whether it is a delay or non-delivery. 5. Budget holder training is available. An update is being made available through the LMS as an additional offer beyond that found on the intranet. 6. Finance Business Partners constantly upskill budget holders to deliver sound Financial Management and understand that their budgets reflect their plans in £ format. 7. An annual, at minimum, review against the CIPFA Financial Management Code and CIPFA Financial Resilience Index is undertaken and reported to Audit Committee in line with the Annual Governance Statement. 8. Additional internal controls have been implemented and audit reports found increased assurance and improvements in Finance from 2019 to date. 9. A contingency budget is held centrally for any unmanageable, unforeseen pressures. 	6	Same	Additional controls have been introduced to support financial management and the monitoring process, including a full assessment against the CIPFA FM Code. Forecasting and monitoring continues, with the council as a whole managing the budget as agreed at Council in March 2022. Service areas are articulating risks and pressures early and there are particular pressures in Adult Social Care being reviewed as to the longer-term impact to financial sustainability and the MTFS.
STR020	Strategic	New burdens	New burdens, additional demand and/or inadequate funding for additional services could lead to additional and unforecasted budget pressures, resulting in the need to increase or divert resource, reduction in service quality, ability to deliver key services effectively and / or having to use reserves.	Executive Director - Resources	Finance	<ol style="list-style-type: none"> 1. Engaging with colleagues across London and nationally to form lobbying positions. 2. Engaging with sectoral experts and keeping informed from media 3. Monthly monitoring of budgets and scrutiny of any overspend / increase in demand. 4. Providing evidence of unintended consequences of policy and statute to Central Government to support lobbying positions around new burdens. 	9	Same	Whilst there are no immediate impacts arising from new burdens, it is expected that new burdens will be provided for Adult Social Care relating to Fair Cost of Care and Care Act II implementation. The move to net zero is a new burden and, as yet, there is no commitment from Government to fund the carbon reduction and sustainability requirements for local authorities. Costing of Climate Action Plans is underway across the UK and the council is baselining and costing their Sustainability Framework.

New Risk ID	Risk Level	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Direction of Travel (from previous quarter)	Current Quarter Review Summary
AD004	Retained	Failure of care provider	A care provider suddenly being unable to deliver services could lead to a Health and Safety Executive (HSE) breach or harm to individuals resulting in a violation of statutory duty and financial consequences.	Assistant Director - Community and Performance	Business Continuity	<ol style="list-style-type: none"> Through the Covid-19 pandemic we have continued to keep in place controls and mitigations to reduce the risk of provider failure within the borough. Actions we're taking to mitigate risk of provider failure through Covid-19 are: Regular collection of information (PPE, Covid-19 cases, staffing levels, hospital admissions) to target support where it is needed most. Developed a new One Care Home approach, working with health colleagues to provide clinical support to care homes. The service also continue to ensure all new contracted services have due diligence undertaken at the start of each contract to ensure quality and sustainability of providers. If issues are identified then there is a clear provider concerns process, to access risk to individuals and support improvement. There is also a clear provider failure/closure approach to manage closure of homes and safe transition of individuals if required. Work continues to monitor the sustainability of the sector and explore best use of council resources to support this (including the awarding of inflationary uplifts). The service are also reviewing business continuity plans with care homes in response to the new mandatory vaccines regulations to ensure that homes a) have plans to deal with staff shortfalls and recruit accordingly and b) assess risks to residents and ensure resident needs can be met. The Integrated Care Quality team has recently established a 'markets, sustainability and contracts' function to review risks of provider failure across ASC markets. Working across North Central London region to have a coordinated approach, share best practice and support care providers across the region. 	16	Same	Since the last update, the council has safely facilitated the decant of the Nursing Home which temporarily closed by the provider for refurbishments. The home is expected to reopen in 2023. There are still two care homes in provider concerns, the Care Quality team are working very closely with both providers, CQC and NHS colleagues to oversee improvements and provide supportive challenge. In both instances, the council has also co-ordinated reviews of all our residents and reached out to other placing authorities to ensure they do the same, as a means of assuring ourselves resident needs are being met. In addition, two other older adults care homes will be closing by the end of the year. The decision to close was made by the owners, the CQ team will be supporting residents to safely move to alternative homes.
AD017	Retained	Shortage of community equipment	Nationwide delays in equipment supply caused by Covid-19 pressures and Brexit uncertainties could lead to shortages of frequently used items and delays in discharging people from hospital or people receiving prescribed equipment resulting in negative impacts to their health and wellbeing and financial implications to the council.	Head of Care Quality	Statutory Duty	<ol style="list-style-type: none"> The council is working very closely with contractor to monitor and mitigate risk, including: <ul style="list-style-type: none"> Increased focus on collections where appropriate to recycle/reuse equipment which is unused. Prescribers are advised to inform contractor if they are aware of any unused items in the community. Contractor is driving a collection campaign via social media posters and focus phone calls to existing customers. Additional driver allocation to increase collections of Out of Stock (OOS) items. Reviewing and triangulating data on number of people, length of time waiting and assessing risk. Out of stock list is shared with prescribers to explore suitable alternatives and to encourage prescribers and authorizers to not place/authorize orders for products that are out of stock <ul style="list-style-type: none"> OOS list updated daily on Online ordering system. OOS list shared with prescribers via regular emails, prescriber meetings and newsletters. Contractor/council contract officer review OOS list 2x weekly; council officer challenge and encourage provider secure products asap. <ul style="list-style-type: none"> Close Technical Equivalents (CTEs) are explored and authorised in the interim without delay. Contractor continue to explore alternative suppliers, explore stock availability in their other depots. Contractor/council officer in regular contact with neighbouring LA/health authorities to ascertain supply issues/explore opportunities for joint working to resolve stock issues e.g. NCL CCG/LAS. Occupational Therapy (OT) lead (Equipment) working with prescribers to risk assess and consider any of the available standard stock products (as an alternative) as a temporary solution to safely meet people's needs. OT managers are advised to explore same approach in the interim when discussing cases with OT teams. Increased communication to A&H team leads, SMT to brief OOS issues; to manage expectation on both prescriber/ end user; and to encourage joint working to use available equipment efficiently. 	15	Same	The provider remains in the formal provider concerns process. Although the backlog has reduced there are still challenges and progress against the action plan remains slow. The council continues to progress contingency plans and consider all options for ensuring service stability.
AD016	Retained	Leisure management contract - annual payment	Financial performance impacted by Covid-19 and leisure centre closures in 2020/21 could lead to the agreed contract commercial position not being achieved resulting in negative impacts to the agreed Annual Payment Profile with the operator and Medium-Term Financial Strategy (MTFS) savings targets.	Assistant Director - Greenspaces & Leisure	Finance	<ol style="list-style-type: none"> Performance and Commercial Meetings in place with operator which includes representation from LBB finance and a third party consultant (FMG consulting). Information shared with Director of Resources and Executive Director, Communities, Adults & Health to aid decision making processes. 	15	Same	Contract and schedule variations are currently being concluded with HBPL and GLL.
AD018	Retained	Leisure management contract - annual payment - energy costs	Increasing cost of energy and failing to explore/implement mitigations could lead to financial pressures for the operator and the agreed contract commercial position not being achieved, resulting in negative impacts to the agreed Annual Payment Profile with the operator and Medium-Term Financial Strategy (MTFS) savings targets.	Assistant Director - Greenspaces & Leisure	Finance	<ol style="list-style-type: none"> Performance and Commercial meetings take place with the leisure operator to monitor the financial and business continuity risks, and identify solutions. Meetings include representation from LBB Finance and a third party consultant (FMG Consulting). 	15	Same	Increased utility costs continue to present a risk and financial pressure to the industry. The Government has agreed to fix energy unit prices at current levels for six months - this is however a continued inflated cost for GLL to meet. It is unknown what Government support is available post six months and an announcement is anticipated. GLL continue to pursue energy saving opportunities. Pool covers have been installed at New Barnet and Barnet Copthall leisure centres to assist in reducing energy consumption.
AD001	Retained	Increased overspend to meet statutory duties	Uncertainty about future demand for services, increasing complexity and cost of care packages, the availability of hospital discharge funding streams and support, legislative changes, could lead to a worsening budget overspend for the service resulting in insufficient resources to meet statutory obligations and a deterioration in the council's overall financial position.	Executive Director - Adults and Health	Statutory Duty	<ol style="list-style-type: none"> The council's budget management process (MTFS) forecasts demographic growth and pressures over a multi-year period. Budget and performance monitoring and management controls are used throughout the year. The MTFS to 2024 is set and adult social care will continue to undertake initiatives focused on reducing and managing future demand. The council will also liaise with Health to submit Covid-19 returns, understand when funding will cease, the transition process and any communication activities required. 	20	Same	The risk remains high at the end of Q2, although the service continues to do all it can to manage the budget whilst meeting statutory duties. There is an increasingly pressured health and social care system and social care market. Actions include senior sign-off of all high-cost packages, the negotiation of rates (including block contracts), quick reviews of people following discharge from hospital to ensure a proportionate level of care as people recover, the use of equipment and technology wherever suitable and maximising the benefits of enablement services. As part of 23/24 business planning a review of 22/23 savings has been carried out and remains on track to deliver. Inflation and pressures (since budget setting snapshot) are being reviewed alongside savings and demand management opportunities for the 23/24 business planning period.
ASS004	Retained	Non-compliance with data protection legislation including GDPR	Council staff and partners failing to follow GDPR legislation including the organisation's policy and processes could lead to data protection breaches resulting in enforcement action and monetary fines, complaints, adverse impact on individuals and claims for compensation.	Head of Assurance and Business Development	Information Governance	<ol style="list-style-type: none"> Information Management's framework of policies, and a specific data protection toolkit controls is published and regularly reviewed All staff receive e-learning (including at induction) and follow up training offered in more sensitive areas There is effective incident management, and Information Management Governance Groups Council wide Security Board meets quarterly, chair by the SIRO and Security Operations Forum, meets monthly, chaired by the deputy SIRO Key contacts within the council have been receiving guidance Ongoing communications to council staff on information management guidance E-learning reminder to all staff, included in initial induction pack for new starters 6-monthly reporting to CMT for discussion and review. 	16	Same	A review of the issues regarding non-completions of mandatory e-learning has commenced and findings will be presented before the next Security Board in December 2022. Initial findings would suggest that the primary concern relates to the inaccuracies of HR Core data stemming from the non-completion of leaver and mover forms by Line Management. The risk rating will be re-evaluated following further work to improve this dataset.

New Risk ID	Risk Level	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Direction of Travel (from previous quarter)	Current Quarter Review Summary
RE024	Joint	Storage at Wingfield House	Inadequate storage facilities could lead to evidence being improperly stored resulting in a failure to meet legal requirements and disruption to service delivery.	Executive Director - Assurance	Statutory Duty	1. Evidence has been transferred to Wingfield House and the building has been made secure by facilities. The keys are in the possession of Regulatory Services and under secure storage.	16	Increased	This risk has been increased from 12 to 16. A recent break-in has highlighted that the site is not suitable for evidence storage. A police investigation ensued, however as no items appeared to have been taken the investigation was inconclusive. Owing to no damage at point of entry, this suggests access was gained by key holders, whether these were past or present key holders remains to be established by Estates who continue to monitor the situation. The continued risk remains that a long-term secure storage solution for evidence is needed.
ES033	Joint	Strain on SEN transport	An increase in the number of borough EHCPs could lead to increased demand on SEN Transport resulting in additional resource requirements to meet additional demand.	Assistant Director - Education, Strategy and Partnerships/ BELS Chief Executive	Statutory Duty	1. Meeting with Head of Service (Transport Brokerage and Contract Management) regularly 2. Promoting Personal Budgets and Independent Travel Training 3. Including SEN Transport considerations in discussions about increased specialist provision	16	New	This is a new risk for Q2. There has been a 30% increase in the number of children and young people in receipt of SEN transport over the last two years. Forecasting an overspend of £243,000 on a total budget of £5.5m. Meeting with the council to discuss additional funding required.
ES034	Joint	Statutory timescale failure	An increase in EHCPs and children with Autism could lead to pressures on staffing in a Early Years and specialist teacher support, as well as in the SEN team resulting in limited support to children in schools, demand for independent out of borough placements and increased provision requests via SENDT tribunal, as well as an difficulties for SEN staff to complete annual reviews within statutory timescales resulting in increased in complaints and financial costs.	Assistant Director - Education, Strategy and Partnerships/ BELS Chief Executive	Statutory Duty	Business case has been prepared for additional staffing	16	New	This is a new risk for Q2. Budget pressure bid put into the council in order to employ additional Annual Review Co-ordinators and new EHCP writers.
C&P037	Retained	Capex project costs and overall viability of scheme	The combined risk of construction cost increases; through inflation, changes in scope and lower than anticipated revenue projections may result in the project being less financially viable than the approved business case. The consequence of this would be increased costs and a potentially lower premium for LBB.	Assistant Director - Development Delivery	Finance	1. Periodically review development appraisal to assess the viability of the scheme. 2. Continue to manage the design and cost plan process. 3. Implementation of robust procedure in place to manage workstreams and cash flow within the approved budget forecast. Provide updates regularly at project board and weekly review meetings. 4. Adjusted the construction procurement strategy to reflect the market which comprises a two-stage tender process that enables a preferred contractor to be selected at the second stage to work with the council on an agreed tender price. 5. Value engineer to manage any potential cost overspending.	15	Same	Continued uncertainty over the project scope is keeping this risk score high. The recent scope changes mean the project programme and cost plans are to be updated and approved. The updated development appraisal is due to be issued by September 2022, providing more certainty regarding the viability and benefit of the project. KPMG (the scheme's financial advisors) have provided advice and financial modelling to monitor future revenue projections. With this additional certainty, treatment actions can take effect, such as value engineering to reduce capital cost. These treatment actions are being reviewed on a monthly basis.
TBG003	Joint	Viability of the Housing Revenue Account business plan	External pressures such as above projected interest rates, changes in legislation and carbon neutrality on the Housing Revenue Account (HRA) could lead to the HRA business plan becoming economically unviable resulting in a reduction in service provision to residents or the general fund needing to support the HRA.	Head of Housing and Regeneration	Finance	1. Housing Revenue account business plan model provided by Savills. 2. The HRA Business Plan is monitored twice yearly by Housing and Growth Committee. 3. Plans to develop and acquire new council homes 4. Advanced borrowing - money borrowed in advance whilst interest rates are low.	16	Same	An element of this risk has now materialised and is being managed as an issue: a response has been sent to Government on the recent rent consultation and next steps / their response is anticipated in Q3, so that an updated paper can be taken to Housing and Growth Committee in January 2023 to agree the new rent levels for 2023/24. Lobbying alongside London Councils is taking place to ensure Government are aware of the potential impact. There remain other elements of this risk in terms of inflation, cost increases and changes in legislation so keeping this risk open.
C&P038	Retained	Variations to budget for parking	Changes in car usage or behaviour change as a result of external forces (e.g. new working arrangements following the pandemic, new policies/legislation, economic situation, etc) could lead to an unplanned reduction in income resulting in pressure on the general fund and the ability to fund other projects.	Assistant Director - Parking	Finance	1. Budget setting/monitoring process - monthly reporting 2. Tracking income levels regularly 3. Medium term financial models to be widely shared and understood 4. Strong activity linking to all budget monitoring and close contract management.	16	Reduced	Changes to motorist behaviour following Covid-19 appear to have stabilised at a lower than previous level. The Parking team will continue to monitor it. Whilst the Parking Programme contains potential for compensatory measures there are budget requirements to deliver and inherent risk in the ability of a large programme to deliver savings by a specific date.
C&P055	Retained	Winter service depot	The winter service lease agreement with Harrow coming to an end could lead to the council being unable to find an alternative location for winter service provision resulting in business continuity implications if the service cannot be provided and a breach of statutory duties.	Director - Street Scene	Business Continuity	1. There is a Depot Board in place to review strategic requirements for the services provided at Barnet depots. 2. Board to agree an interim arrangement for when we vacate Harrow Depot until the permanent salt barn and plant storage has been finalised.	15	Same	The new temporary salt barn at Oakleigh Road is now complete and salt deliveries commenced early October 2022. This will reduce the dependence on Harrow. The council is still using Harrow for the reserve salt storage. Therefore, the Harrow risk now only relates to contingency plans rather than the whole operation.
C&P026	Retained	Major project delivery failure	Lack of periodic review of project management controls and resource capacity as the capital programme (inc. Hendon and Brent Cross) could lead to projects being delayed and future growth plans undermined resulting in stakeholder dissatisfaction, delays in delivering growth, financial and commercial damage.	Deputy Chief Executive	Finance	1. Project Director appointed for significantly sized projects. 2. Additional PMO support appointed. 3. Monthly project meetings and reviews. 4. Appropriate Governance Boards established covering each portfolio. 5. Integrated programme management office established. 6. PMO monitor programme wide resource as well as interfaces between projects. 7. Ongoing action weekly and monthly meetings which feed up to Hendon and Brent Cross Governance boards and other relevant boards. 8. Monthly finance and commercial meetings are now taking place and these review resourcing gaps. 9. A communications plan is in place and a communications specialist is employed to manage communications and stakeholder management and to put in place some required communications tools so that the project can be managed effectively. 10. Governance, project controls and project status to be reviewed at regular frequencies and at project gateways as a minimum.	15	Same	New portfolio leads are in place. Work is still required to improve the induction process and reduce examples where improvement is necessary.

New Risk ID	Risk Level	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Direction of Travel (from previous quarter)	Current Quarter Review Summary
C&P017	Retained	Capital projects supply chain issues	Supply chain issues (rising labour and material costs, labour and material availability issues, fuel shortages) experienced by capital projects could lead to project delays and/or price increases resulting in impacts to the viability of projects and the delivery of outcomes on time.	Director - Growth	Finance	<ol style="list-style-type: none"> 1. Project cost plans and business cases to assume high rate of inflation. 2. Projects to ensure regular gateway checks are undertaken including updated cost plan to recheck scheme viability. 3. Identify and consider methods of construction with reduced likelihood of cost inflation. 4. Identify areas for value engineering to be called upon if necessary. 5. Ensure appropriate provisions within construction contracts to protect the council. 6. Where shortages are reported, check in with contractors to establish if there is any impact. 7. Schemes of high sensitivity or high value are carrying out additional cost planned reviews at a higher frequency. 8. Exploit all available opportunities for addition funding across the capital programme, including the teams that already have funding resources identified. 9. Quarterly update to CSB on current inflationary impacts to the construction industry. 	16	Same	Due to the nature of this risk, actions can only relate to how the council can be prepared to respond to increases rather than preventing them as this is a global issue at present. There are cost increases continuing to be reported across the sector. The situation was recently discussed at Capital Strategy Board and the council now has an indication of the impact on the capital programme.
STR010	Strategic	Impact of economic downturn on future development	Adverse market performance or an economic downturn could lead to impacts on the pace of development, construction and material costs, supply chain issues, increased business failure and adverse impacts to town centres resulting in increased demand for council services such as temporary accommodation, and a decline in the long-term economic and societal health of the borough.	Deputy Chief Executive	Finance	<ol style="list-style-type: none"> 1. Revise MTFS Growth Modelling to reflect income reduction scenarios for the council. 2. Appropriate governance in place - Steering Groups in place to discuss the impact of slow growth on the expected income for the council. 3. Continued engagement with developers on regeneration estates (e.g. Argent Related NHG, Countryside Properties, MHT). 4. Production of robust, high quality business cases including sensitivity testing. 5. Effective procurement processes and choice of contract type. 	16	Same	The service is continuing to actively engage with development partners and contractors to understand the implications of cost inflation and supply chain pressures. They are also undertaking sensitivity modelling for the delivery of the council's capital programme over the next five years. Project and governance management structures will continue to remain in place and are being kept under review to ensure fit for purpose. Mitigations are being managed across a number of Boards, including the Strategic Planning Operations Board, Growth and Regeneration Operations Board, Town Centre Strategy Board and Employment and Skills Board. Since last quarter, inflation remains high and the continued war in Ukraine has significantly contributed to the rise in energy costs, as well as various pressures on the supply chain for raw materials, although this does not yet appear to have translated into significant adverse impacts on the development pipeline in the borough.
C&P002	Retained	Affordability of BXC (Brent Cross West and associated Critical Infrastructure project)	Ineffective management of the Brent Cross budget, adverse macro-economic conditions or delays caused by third parties and external events could lead to pressure within the government grant funding budget resulting in increased costs to the council.	Deputy Chief Executive	Finance	<ol style="list-style-type: none"> 1. The Governance Board has oversight of the project budget and programme, monthly Client Review meetings are in place to review these. 2. Dedicated finance resource provides a direct liaison between the council's finance team and the project. 3. Ensuring mitigation plans are regularly reviewed and pursued to alleviate budget pressures (both cash flow and total cost) through robust project management and governance. 4. Regular updates are provided to Housing and Growth Committee to provide an update on mitigations strategy and to inform next steps. 5. Station funding and finance strategy has been reviewed by government board and will be finalised in summer 2022. 6. Proactive reprogramming to reflect the impacts of external events e.g. strike action on the construction schedule and project costs. 7. Strategy in place to recoup costs arising as a result of third parties including Network Rail. 	15	Same	As reported to previous committees and risk logs, the risks identified previously are currently crystallising as expected. The team has developed a proactive funding and finance strategy that is intended to deliver the completed station by late 2022. This strategy was formalised by Policy and Resources Committee on 29 September 2022 and is now in action. Since last quarter, external events including the Queen's funeral and strike action have added new pressure to the programme, which is currently being re-programmed and associated costs re-appraised. There is currently a significantly higher risk that construction is not completed before December 2022. The handback and commissioning programme cannot commence until construction is completed.
C&P031	Retained	Material and labour shortage	The compound effect of Brexit and the pandemic could lead to a shortage of building materials and skilled labour, resulting in higher Capex costs across all developments and an impact on project viability.	Assistant Director - Development Delivery	Finance	<ol style="list-style-type: none"> 1. Ensure efficient cost-led design and specification are adopted. Explore alternative construction methodologies/Modern Methods of construction (MMC) to reduce packages, skilled labour etc. 2. Cost to be reviewed through viability assessments at each stage. 3. Monitoring the development programme (to mitigate any delays which may result in increased exposure to cost inflation). 	16	Same	Last quarter's inflation has reportedly gone down marginally. This reduction has not been reflected in the current build cost and will continue to be monitored.
C&P032	Retained	Support for development	A sudden change in political and resident support to development schemes could lead to an impact on the will to support the development schemes resulting in reduced viability of the scheme.	Assistant Director - Development Delivery	Finance	<ol style="list-style-type: none"> 1. Closely monitor local news. 2. Liaise internally with Leader/CMT and Ward Members. 3. Monitor any changes to ensure sufficient time for assessing impact and adapt to incorporate the changes. 	16	Same	Since the last quarter, Danegrove has been confirmed to be withdrawn from the portfolio. The programme team will continue to brief the administration on progress. This will be closely monitored as it will have a programme and viability impact.
C&P033	Retained	Lack of liquidity in the financial markets	An economic downturn could lead to higher interest rates (public/private sector borrowing), making external funding sources more challenging and resulting in worsening viability of developments across the council.	Assistant Director - Development Delivery	Finance	<ol style="list-style-type: none"> 1. Monitor capital markets and discuss with LBB finance and external development partners quarterly.-Potential to look at alternative funding models. 2. Explore other government funding opportunities. 	15	Same	Last quarter's inflation has reportedly gone down marginally and will continue to be monitored, however the risk score remains the same until the trajectory is clear.
RE004	Joint	Unsafe/unhealthy living accommodation in private rented sector	A backlog of HMO licensing casework built up during the pandemic and work on the Homes for Ukraine project could lead to identification of issues being slower and all proactive activity to search for unlicensed properties being delayed resulting in residents being exposed to unsafe/unhealthy living conditions.	Head of Housing and Regeneration	Statutory Duty	<ol style="list-style-type: none"> 1. Triage and prioritisation system to sustain resources on highest risk cases, resource gaps due to staff departures/retirements in spring 2022 are being replaced, but not all positions filled yet. 2. Tracking of backlog cases to ensure that the list of properties requiring a site visit/assessment are known. 3. New additional and selective licensing schemes for HMOs adopted, additional licensing scheme approved to commence on 27th October 2022. Selective licensing scheme agreed to be paused until Spring 2023. 4. Further selective schemes went out for public consultation during Summer 2022, however the consultancy resource supporting this work departed and this limits the capacity to proceed to adoption. Next steps, when resources are identified, will be to review consultation feedback in detail. 5. New team leader position agreed January 2022 to facilitate uplift in management capacity for scheme implementation and wider staff recruitment processes (necessary for licensing scheme implementation). Interim resource recruited, with experience of teaching Environmental Health, for November 2022. 6. Continuous recruitment underway via Capita recruitment and other available channels such as Middlesex University student placements; with permanent roles, agency and temporary options available to candidates. 7. Resources secured to support backlog SPIR (£405k grant funding) and Additional Licensing Scheme (£225k reallocation of reserve allocations). Resource request to support Selective Licensing (£200k) submitted. The overall net cost for implementing all schemes/programmes is £0 cost to the council, with either grant funding or reserve allocations used only as a cashflow until the schemes are up and running. 8. Homes for Ukraine Officer started in September and other candidates have been interviewed and made offers for the backlog HMO licensing casework. 9. Backlog SPIR signed mid October 2022, Additional Licensing SPIR progressing through sign-off process to support implementation. 	16	Same	Approval has been gained to proceed with additional resource to work on the backlog. Recruitment continues with three out of four vacancies in the main HMO team filled and an officer being onboarded to fill one out of the two additional posts. Finding suitably qualified staff with acceptable salary expectations remains a challenge, and different mechanisms for recruitment are being explored to help address this challenge.

New Risk ID	Risk Level	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Direction of Travel (from previous quarter)	Current Quarter Review Summary
TBG001	Joint	Increased demand for temporary accommodation	Failure to prevent households becoming homeless and a lack of suitable affordable accommodation options could lead to an increased demand for expensive temporary accommodation resulting in increased budget pressures in the General Fund.	Head of Housing and Regeneration	Finance	Deliver Homelessness and Rough Sleeping Strategy Objectives of Increase Prevention Activity and Reducing Temporary Accommodation Use by: 1. Ongoing project to look at further ways of reducing homelessness. 2. Regular performance indicators and financial monitoring. 3. Horizon scanning of legislation changes and lobbying for more funding from government. 4. In house lettings agency for procurement of PRS properties. 5. Improve insight and intelligence through housing supply and demand modelling. 6. Links to Housing, Homelessness and Growth Strategies outcomes. 7. Increase affordable housing supply through new build and acquisitions programmes. 8. Tracking ongoing impact of Homelessness Reduction Act & Covid related economic factors. 10. Covid impacts mitigation plan developed and incorporated into budget reporting & setting process	16	Same	Overall numbers in temporary accommodation continued to reduce in Q2, reaching the new lowest level in over a decade of 2076. Whilst positive, there are a number of factors which put this area at risk: large reductions in Private Rental Sector (PRS) properties available to rent, rental inflation in the PRS; increased likely demand linked to the cost of living/inflationary pressures on household finances; and slowing of acquisition activities due to market challenges and interest rate increases.
TBG002	Joint	Health, safety and compliance issues	Barnet Homes' failure to achieve regulatory requirements for the housing stock could lead to health, safety and compliance issues resulting in death to residents, staff and public, legal challenges and financial costs.	Head of Housing and Regeneration	Statutory Duty	1. Policies and procedures include H&S management system; training; induction for new staff; management structures for contract management 2. Supplier contracts/agreements for Temporary Accommodation providers include risk assessment 3. Violent and Abusive register & Vulnerable Tenant password scheme 4. Internal specialist HS&C function 5. Senior officer, Audit & Risk Committee, Resident Board & TBG Board oversight of HS&C 6. Comprehensive schedule of internal audit by Mazars 7. Policies & internal Exec/SMT leads for safeguarding 8. 3rd party expert advisors 9. Involvement on London Councils and MHCLG Directors Fire Safety forums 10. Approved E52m programme of fire safety works to higher risk blocks	15	Same	Good progress on delivery of the E52m fire safety programme continued during Q2, with the programme remaining on track for completion on time. Risk mitigation works at Large Panel System (LPS) blocks Stanhope and Holmsdale in N11 are due to complete in Q3. Lead member briefings in respect of redevelopment proposals for LPS blocks were delivered in Q2, with recommendations scheduled to be presented to the Housing and Growth Committee in November 2022.
CSG003	Joint	IT cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Assistant Director - Resident Experience and Digital	Business Continuity	1. There are multiple-layer firewalls to protect the environment. 2. Annual Security Health Check (Public Sector Network (PSN) Standard). 3. PCI Accreditation. 4. Annual review of over 100 cyber security controls, aligned with ISO 27001. 5. Anti-virus on the server estate. 7. Subscribe to National Cyber Security Centre (NCSC) early warning system and web check. 8. Receive weekly updates from NCSC to confirm vulnerability status. 9. Receive weekly and critical updates from Microsoft/ Capita. 10. Annual Cyber Security training and awareness for staff. 11. 24hr Emergency Response	15	Same	DLUHC assessment has taken place on technical recommendations, report to be reviewed but early indications are that training and awareness are still a big focus. Work is ongoing with Business Continuity leads to test plans particularly around the impact of a cyber attack. Scenario planning training is being developed in conjunction with Resilience. PwC audit will commence in October 2022. This quarter the service implemented Forcepoint, which scans websites prior to access and detects Malware and rolled out the migration to Galaxy VPN which will give better protection for remote access security.
STR013	Strategic	Cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Deputy Chief Executive	Business Continuity	1. Monthly contract management meetings in place to manage the contract and relationship with CSG 2. Monthly Partnership Operations Board for escalation of any issues identified 3. Joint risk being managed by CSG - IT with controls/mitigations in place. 4. Learning portal - mandatory training on Information Management/cyber security for staff 5. Remote working audit completed 6. Regular audits undertaken 7. PCI (payment card industry) accreditation 8. Management and oversight of the actions being carried out by CSG on the council's behalf (captured in the joint risk register). 9. BC leads have provided plans in case of a cyber security event	15	Same	DLUHC assessment has taken place on technical recommendations, report to be reviewed but early indications are that training and awareness are still a big focus. Funding has now been received from London Councils for training and the programme is being developed. Work is ongoing with Business Continuity leads to test plans particularly around the impact of a cyber attack. Scenario planning training is being developed in conjunction with Resilience. PwC audit will commence in October 2022.
STR027	Strategic	Cost of living	Financial hardship being experienced by more residents and businesses / to a greater degree could lead to increased demand for council services, increased local unemployment, more people in crisis and increased debt / non payment, resulting in pressure on services (capacity / turnaround times / quality of service) and pressure on the council's finances.	Executive Director - Resources	Finance	1. Prevention activity in place such as crisis funds, communications on sources of support and how to access, welfare advisers. 2. Continued communications with welfare and VCS partners 3. Support of Food Hub and foodbanks, usage is monitored	16	Same	Policy and Resources Committee signed off the proposed approach on 29 September 2022. The Resident Support Fund launched on 3 October 2022 and additional resource is going into the Revs & Bens team to manage demand. Additional funding is going to Barnet Together to support community groups. A communications campaign has gone live, and procurement of a data tool is required.



Policy & Resources Committee

13 December 2022

Title	Q2 2022/23 Contracts Performance Report
Report of	Chair of Policy & Resources Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
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Summary

This report provides an overview of Quarter 2 (Q2) 2022/23 performance for the contracted services delivered by the Customer and Support Group (Capita) and Regional Enterprise (Capita), which do not fall under the remit of another theme committee.

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

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

Officers Recommendations

The Committee is asked to note:

1. the Quarter 2 (Q2) 2022/23 performance for the contracted services delivered by the Customer and Support Group (Capita) and Regional Enterprise (Capita), which do not fall under the remit of another theme committee
2. the collective performance for the contracted services delivered by Regional Enterprise (Capita).

PURPOSE OF REPORT

Introduction

- 1.1 This report provides an overview of Quarter 2 (Q2) 2022/23 performance for the contracted services delivered by the Customer and Support Group (Capita) and Regional Enterprise (Capita), which do not fall under the remit of another theme committee.
- 1.2 It also provides oversight of collective performance for the contracted services delivered by Regional Enterprise (Capita), with specific performance reported to Housing and Growth Committee and Environment and Climate Change Committee in November 2022. Services included in this report are listed per contract in alphabetical order:

Customer and Support Group (CSG)

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

Regional Enterprise (Re)

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

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

OVERVIEW OF CONTRACTS

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

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

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

Overview - Customer and Support Group (CSG)

- 1.7 The CSG contract continues to perform well with 17 of the 20 KPIs achieving target, including the cross-cutting KPI¹ for CSG that measures compliance with the Authority’s Customer Service Standard and Complaints Policy.

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

- 1.8 Two KPIs did not meet the Q2 target and one returned no data.
- All three of these related to the Revenues and Benefits service and were due to the additional workloads created by Covid-19 related work and the energy rebate project.
- 1.9 Service highlights included:
- The Customer Services team continued the testing and implementation of a number of new technology initiatives to better support residents.
 - A smooth handback of the Procurement service was completed with effect from 1 October 2022.

Overview - Regional Enterprise (Re)

- 1.10 The services managed by Re fall under the remit of three committees – Housing and Growth Committee, Environment and Climate Change Committee and Policy and Resources Committee. Reports were submitted to Housing and Growth Committee and Environment and Climate Change on 16 and 21 November 2022 respectively, while performance for the services that were not covered by the remit of these committees, as set out in paragraph 1.2, is reported below.
- 1.11 Re services broadly performed well. Overall, for the whole of the Re contract, there were 51 KPIs reported in Q2. 39 KPIs achieved target, three KPIs reported no activity and three KPIs were “monitor only”. Six KPIs did not achieve the Q2 target:
- Two KPIs related to Food Hygiene / Standards Inspections and were reported to Environment and Climate Change Committee. There remains a backlog of inspections from when Covid-19 restrictions were in place. The position

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

continues to be closely monitored and arrangements are in place to clear the backlog.

- One KPI related to the Planning service and is reported in para 3.3.
- Three KPIs narrowly missed the Q2 target. Two of these were for Food Hygiene / Standards Inspections and one was for Private Sector Housing (Enforcement). All of these related to the backlogs of inspections caused by the Covid-19 restrictions.

1.12 Seven KPIs relate to services which do not fall under the remit of other theme committees. Five KPIs achieved the Q2 target, including the cross-cutting KPI for Re which measures compliance with the Authority’s Customer Service Standard and Complaints Policy.² One KPI reported no activity and one KPI for Planning and Building Control did not achieve the Q2 target due to the legacy impact on casework from Covid-19.

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Compliance with Authority Policies (number of instances of non-compliance with Authority policies)	Smaller is Better	Number	No more than 30	12	11	Worsened

1.13 Service highlights in Q2 included:

- The average time taken to process local land charges requests improved by almost one day compared to the same time last year.
- The Planning and Building Control service completed sign-off of the new Saracen’s West Stand, in time for the first home game of the season, concluding an 18-months inspection process during the works, and upskilling of the service began in preparation for the new fire safety duties that come into effect from October 2023.

Notes on tables

1.14 The targets listed for both CSG and Re are for the year 2022/23 and the current reporting period, Q2 2022/23.

CUSTOMER AND SUPPORT GROUP (CSG)

Customer Services

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Customer satisfaction (phone, face-to-face, email and post case closure)	Bigger is Better	%	89	94.3	92.8	Improved
Customer Services cases closed on time	Bigger is Better	%	94	100	100	Same
Cases / transactions completed via self-service channels	Bigger is Better	%	50	67.9	70.3	Worsened
Customer satisfaction (web performance and customer feedback)	Bigger is Better	%	55	66.8	68.2	Worsened

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

- 2.1 There are four KPIs for Customer Services. All met the Q2 target.
- 2.2 Customer satisfaction continued to be particularly strong, exceeding both the target and performance for the same time last year, and showing an increase on Q1 of 1% (93.3% in Q1 and 94.3% in Q2).
- 2.3 Call handling times increased this quarter, ensuring we can support residents better in one contact. As an example, we have seen an increase of c22% compared to Q2 2021, in calls to council tax and housing benefit lines supporting customers struggling to pay their Council Tax or claiming benefits for the first time.
- 2.4 The team continued to test and implement new technology initiatives to better support residents. The British Sign Language service (for residents to use over the phone or in a face-to-face setting) went live in September 2022 and testing was carried out on a new contact centre telephony solution in preparation for go live in Q3.
- 2.5 The customer services face-to-face team based in Colindale continued to support residents who are digitally excluded with accessing with online services, in our libraries and via referrals from Age UK Barnet. 54 residents who requested assistance with Blue Badge applications were supported in Q2.

Estates

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

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

Building Services

- 2.7 Following the lengthy procurement process for the contracts that carry out building services, cyclical compliance inspections, repairs, and maintenance (Measured Term Contracts or MTC), awards were made to 11 successful bidders and mobilisation began on 1st September.
- 2.8 The Colindale Water Management Plan was completed in partnership with one of the new MTC providers. Extensive tank works were undertaken to address water quality issues caused by low occupancy in the Colindale Office.
- 2.9 In September, the Peace Statue was reinstated in Friary Park following restoration works as part of the Heritage programme.

Property Services

- 2.11 The Asset Valuation project for 2021/22 was finalised in Q2, and the 2022/23 project continued to be progressed.
- 2.12 The ground floor cafe at the Colindale office was let successfully to ITJL. The café is due to open soon.

Facilities Management (FM)

- 2.13 Several cost savings were achieved in Q2 including Oakleigh Road depot security and an alternative solution for Patterson Square watering and maintenance.

Finance

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Operational availability of financial system application (Integra) to the hosted network	Bigger is Better	%	92	99.8	99.0	Improved
Invoice documents in Accounts Payable processed within agreed timescales	Bigger is Better	%	90	98.7	97.2	Improved
Completion of audit recommendations by Capita in relation to their provision of finance services	Bigger is Better	%	100	100	100	Same

- 2.15 There are three KPIs for Finance. All met the Q2 target.

- 2.16 The Accounts Payable team and Central Support team continued to work with the council to facilitate payment of the Homes for Ukraine scheme and support the bulk upload of Energy payments.

- 2.17 Earlier this year, a review of aged creditors from 2018 and earlier was undertaken which resulted in around £5 million being cleared off the ledger. A similar review of 2019 aged creditors commenced in Q2 and is expected to clear a further £5.3 million off the ledger by the end of Q3.

Human Resources

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Payroll Accuracy – error rates and correct dates	Smaller is Better	%	0.1	0.05	0.002	Worsened
DBS verification audits	Bigger is Better	%	100	100	100	Same

- 2.18 There are two KPIs for Human Resources. Both achieved the Q2 target. New KPIs are being developed to provide a broader picture of service delivery; more detail on this will be provided next quarter.

- 2.19 Following the backlogs which had developed in Q1 in some non-KPI areas of work, turnaround times returned to business as usual levels throughout Q2.

- 2.20 Technical issues with the new Starter, Leavers and Movers (SLAM) forms reduced over Q2 due to continued engagement with the project team, with very few issues remaining.

- 2.21 A demo of the HR Management Information Dashboard was delivered. Further development is needed and will be carried out in Q3.

- 2.22 Meetings with West Yorkshire Pension Fund (WYPF) resolved all council and school blocks and quarantines (queries raised by WYPF that need to be resolved before

Annual Benefit Statements can be issued), some of which were historical, allowing all member Annual Statements to be made available.

Information Systems

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Incident resolution	Bigger is Better	%	91.0	100	93.0	Improved
Critical system availability	Bigger is Better	%	99.5	100	99.9	Improved

- 2.23 There are two KPIs for Information Systems. Both met the Q2 target and showed an improvement when compared to the same time last year.
- 2.24 The service rolled out several improvements to enhance the remote working user experience: compatible users were migrated to a new Virtual Private Network (VPN) solution and further changes were implemented to allow users to access three service specific applications remotely, which should improve security and resilience.
- 2.25 The service supported the Finance team on work with TelSolutions, a third party company, to implement an SMS (text message) and email solution to contact residents who are behind with their Council Tax payments.
- 2.26 Two security improvements were implemented: firstly, an access policy was created to automatically require a password reset where a user has been identified as high risk. A 'high risk' user is flagged where a login attempt is made, for example: from overseas using the correct credentials but failing at the multi-factor authentication (MFA) stage, or the login attempt was made using a non-Barnet device from an unusual location that has not been used by the user previously, or the location is far from their usual place of work. This ensures that the credentials that may have been leaked, are no longer valid and the user is able to continue working by resetting their password by using the Microsoft self-service password reset portal. Secondly, as a result of advice given by the National Cyber Security Centre, it was suggested that as a precaution, the use of Russian technology and services hosted in Russia should be blocked immediately. Throughout July, the service successfully identified and blocked a number of these services, ensuring the network remained secure. These services are to be unblocked only if a user raises a ticket which should be approved via a SIRO Security Exception.

Risks

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

Title	Description	Score	Review Summary
IT cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	15	DLUHC assessment has taken place on technical recommendations, report to be reviewed but early indications are that training and awareness are still a big focus. Work is ongoing with Business Continuity leads to test plans particularly around the impact of a cyber attack. Scenario planning training is being developed in conjunction with Resilience. PwC audit will commence in October 2022. This quarter the service implemented Forcepoint, which scans websites prior to access and detects Malware and rolled out the migration to Galaxy VPN which will give better protection for remote access security.

Procurement

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Compliant with contract Procedure Rules/Code of practice (Council wide contract compliance)	Bigger is Better	%	100	100	100	Same
Effective corporate contract management	Bigger is Better	%	100	100	100	Same
Cumulative apprenticeships	Bigger is Better	Number	70	303	101	Improved
Cumulative work experience	Bigger is Better	Number	280	1419	473	Improved

- 2.28 The Procurement function was successfully returned to the council on 30 September. An interim in-house team was stood up in advance and took over the delivery of the service from 3 October.
- 2.29 Performance information covers two of the three months, as the September data was not available before the end of the contract. All four KPIs were reported as meeting the target for July and August.
- 2.30 CSG provided extensive support to ensure a smooth hand back of the Procurement service. This included comprehensive handover and knowledge transfer processes. A majority of the new team were able to work alongside the Capita staff during September, and a key senior member of Capita staff transferred to the council under TUPE regulations. This provided additional service continuity.
- 2.31 The council is now developing a new Sustainable Procurement Strategy with a view to implementation from Q1 2023/24.
- 2.32 The service area will no longer be included in this performance report.

Revenues and Benefits

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Accuracy of benefit assessments	Bigger is Better	%	95	No data	98.0	Not comparable
Days to process new claims	Smaller is Better	Number	22	25	20	Worsened

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Days to process changes in circumstances	Smaller is Better	Number	6	9	6	Worsened

- 2.33 There are three KPIs for Revenues and Benefits. Two did not meet the Q2 target and the other returned no data because quality assurance officers were seconded to the energy rebate project. These checks recommenced in October and accuracy of benefit assessments will be reported for Q3.
- 2.34 There were additional workloads created by Covid-19 related work and the energy rebate (£150 non-repayable rebate for households in England in council tax bands A-D, and £144 million discretionary funding to support households not eligible for the main scheme council tax rebate) from central government. This work caused significant pressure on the team, and as this work was a priority, KPI lets were agreed for all three KPIs up to the end of Q2.
- 2.35 At the end of Q2, Council Tax 4-year collection was 98.07% and in-year collection was 53.61%, a 0.04% increase on the same period last year (53.57%), and an increase of 0.31% on Q2 2020-21 (53.30%). Outbound calls or emails were made to residents who had a debt during Q2 and a Telsolutions campaign (outbound text and email messages to those who have not paid before a formal reminder is issued, in order to prompt payment) commenced in September.
- 2.36 Direct debit take-up increased to 72.61%, compared to 70.26% in September 2021.
- 2.37 Correspondence turnaround times started to improve after recruitment took place to fill three vacancies in Benefits and four vacancies in Council Tax in August and two vacancies in national non-domestic rates (NNDR) at the start of September. Further recruitment is underway to fill one post in Benefits, two in Revenues and one inspector post.

3. REGIONAL ENTERPRISE (Re)

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

Local Land Charges

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Average time taken to process requests for full official Land Charges searches (online and post)	Smaller is Better	Number	3	1.6	2.4	Improved

- 3.2 There is one KPI for Local Land Charges which achieved the Q2 target and reduced by almost one day compared to the same time last year. Based on media reports on the impact of the recent budget on the housing market, a downturn in the number of search requests was expected; however, to date this has not been the case for Barnet. The position will continue to be monitored.

Planning and Building Control

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Planning Application Basket of KPIs	Bigger is Better	Number	6	6	6	Same
Planning Enforcement Basket of KPIs	Bigger is Better	Number	6	3	0	Improved
Compliance with planning application statutory timescales (for major, minor, other applications)	Bigger is Better	%	80	89.8	88.1	Improved
Decisions meeting building regulation statutory timescales	Bigger is Better	%	100	100	98.6	Improved

- 3.3 There are four KPIs for Planning and Building Control. Three achieved the Q2 target and one did not. The Planning Enforcement KPI indicators that were not met were those where there is a legacy impact on the casework from Covid-19, as they relate to the later stages of the enforcement process such as appeals, where the control over the timing of action sit with the Planning Inspectorate and the Courts.
- 3.4 The Planning Service faced a period of high staff turnover during Q2 and steps were taken to prioritise services and decisions. This resulted in some temporary service adjustments, such as pausing fast track services, delivering duty phones via customer service staff, and slowing decision-making for some types of application to nationally set timescales. The knock on impact will likely affect the Planning Applications Basket KPI performance in Q3 / Q4 as decision-making begins to catch up as the vacant posts are filled and new staff are trained and gain experience.
- 3.5 Sign-off of the new Saracen's West Stand was completed in time for the first home game of the season, concluding an 18-month inspection process during the works.
- 3.6 Upskilling of staff in the Building Control service began in preparation for the new fire safety duties that come into effect from October 2023.

Strategic Planning

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Strategic Planning Documents completed and signed off	Bigger is Better	%	100	No Activity	100	Not comparable

- 3.7 There is one KPI for Strategic Planning, which reported no activity for Q2 as the team focused on preparation for the initial weeks of the Examination in Public for the Barnet Local Plan. The Strategic stage of the examination process was completed, and the details stage will proceed in November 2022.
- 3.8 Income from Community Infrastructure Levy (CIL) receipts was lower in Q2 than Q1 and this was likely to be entirely circumstantial, although it will be monitored through the remainder of the financial year. There is an issue of non-payment of due CIL contributions from some parties, including parties that were allowed additional time to pay during the pandemic, although the overall number of unpaid CIL contributions is stable. Legal advice on appropriate next steps for escalating some older and larger due CIL payments has been sought.

4. REASONS FOR RECOMMENDATIONS

- 4.1 This report provides an overview of Quarter 2 (Q2) 2022/23 performance for the contracted services delivered by the Customer and Support Group (Capita) and Regional Enterprise (Capita), which do not fall under the remit of another theme committee.
- 4.2 It also provides oversight of collective performance for the contracted services delivered by Regional Enterprise (Capita) and Barnet Homes (The Barnet Group), with specific performance reported to Housing and Growth Committee and Environment and Climate Change Committee in November 2022.

5 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 5.1 None.

6 POST DECISION IMPLEMENTATION

- 6.1 None.

7 IMPLICATIONS OF DECISION

8. Corporate Priorities and Performance

- 8.1 Performance monitoring is essential to ensure robust management of the council's strategic contracts and supports commercial discussion and decision-making. It also ensures resources are adequately and appropriately directed to support delivery and achievement of corporate priorities.

- 8.2 Relevant council strategies and policies include the following:

- CSG contract
- Re Contract

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

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

10. Legal and Constitutional References

- 10.1 Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions. Robust contract management assists with ensuring the proper administration of the council's financial affairs.

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

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

11. Insight

- 11.1 The report identifies performance information in relation to the council's strategic contracts for Quarter 2 (Q2) 2022/23. The report covers delivery from Capita: the Customer and Support Group (CSG) and Regional Enterprise (Re).

12. Social Value

- 12.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. As set out in the council's Contract Procedure Rules, commissioners should use the Procurement Toolkit, which includes Social Value guidance. The Contract

Management Toolkit should also be used to help ensure that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through the contract management process.

13. Risk Management

13.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and any high-level (scoring 15+) joint risks with strategic contractors are included in this report, as well as being reported to Policy and Resources Committee as part of a wider corporate risk report.

14. Equalities and Diversity

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

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

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

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

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

This is also what we expect of our partners.

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

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

15. Corporate Parenting

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

16. Consultation and Engagement

16.1 Obtaining customer feedback is part of the contract management process to inform

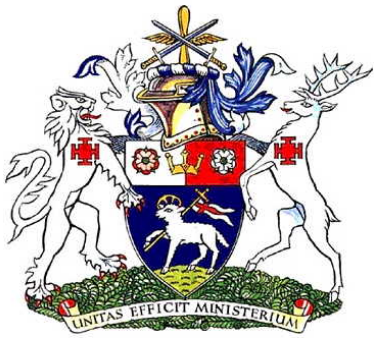
service delivery, service development and service improvement.

17. Environmental Impact

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

18. BACKGROUND PAPERS

- 18.1 None



AGENDA ITEM 10

Policy & Resources Committee 13 December 2022

Title	Progress on Development of the Council's Priorities
Report of	Chair of the Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	Non-key
Enclosures	None
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Summary

In September 2022, this Committee considered a report on our progress on implementing the council's key priorities and agreed the broad outline of a new corporate plan. This report provides a further update, in particular on the actions taken to establish a transformation programme to deliver the key priorities.

Officers Recommendations

1. That the Committee note the progress of the council implementing the key priorities and the actions taken to establish a transformation programme to deliver the key priorities to date

1. Why this report is needed

1.1 In September 2022, the Policy and Resources Committee agreed an approach for the new corporate plan, including the emerging vision for Barnet to be a council that ‘cares for people, our places and the planet’, based on a foundation of being an engaged and effective council. Central to this vision is the principle that we welcome residents, community groups, businesses, and other stakeholders, as active partners, rather than consumers that the council transacts with. This also commits us to becoming one of London’s most sustainable boroughs and a borough with thriving town centres that is a fun place to visit.

1.2 In developing the corporate plan, the council recognises that we will need to transform how we work – with residents and within the organisation. This report provides an update on the actions that the council is taking to begin that transformation and progress on the development of the corporate plan.

1.3 Development of the Corporate Plan

1.4 Committee agreed in September that the new corporate plan will be built around the emerging vision for Barnet to be a council that ‘cares for people, our places and the planet’ and a council that is engaged and effective, and that it should be developed along the following principles:



1.5 The Corporate Plan will bring together a vision for how the council operates along these principles and for how we will make a positive difference for people, our places and the planet. In setting this out, the Plan is about the transformation programme, as set out in this report, but it is also about building on existing service delivery. The council’s aspiration is for Barnet to be a borough where people have access to opportunities and quality services, at the right time and based on their needs. Key to this is delivery of efficient, high quality and best value universal, targeted and specialist services, especially for our most vulnerable children, young people and adults. It is about our Borough as a place to live well, work, visit and have fun; with well-maintained and clean streets, thriving town centres and high streets, and with estate regeneration and sustainable housing delivery in the right places to meet diverse needs. We know that most residents like living in Barnet, that it is family friendly place and a place where communities get on well together. Across everything that we do, as we develop our Corporate Plan, we are setting out how we will

continue to develop and improve our services across the council for the benefit of residents.

1.6 To support the development of the plan the council has appointed consultants to undertake a number of workshops with Members, residents, staff, members of the Barnet Partnership Board and representatives of the Voluntary, Community and Faith sector. The workshops have tested reactions to the themes above and considered matters like “what Barnet means to me” and “my hopes for Barnet’s future”. We will be feeding insights from the workshops into the development of both the corporate plan and the transformation programme.

1.7 We expect to bring a draft of the corporate plan and transformation strategy for approval to the February meeting of this committee. This will be followed by a final draft to Council on the 8th of March.

1.8 **Delivering Council Priorities**

1.9 Whilst this report focuses primarily on the council’s change programme, this is in the context of our on-going priorities of ensuring that effective, high-quality services are delivered for the people of Barnet, which are family friendly, and support disabled and older adults. Performance against these continuing priorities is reported to Theme Committees, but by way of example, over the last six months we have:

- Been awarded White Ribbon status for our work on engaging men and boys to end violence against women and girls
- Supported 74% of eligible two-year-olds in taking up free childcare – our best figure ever
- Been ranked fourth best in the country for schools graded “good” or better with only two schools graded “requires improvement” across Barnet
- Achieved a “good” rating from HM Inspectorate of Probation for the Youth Offending service in Barnet
- Rolled out the pan-Barnet multi-disciplinary health and care team for older people and those with dementia living in Barnet
- Secured funding of £180,670 from the Department for Levelling Up, Housing & Communities for four Changing Places Toilets
- Delivered a brand-new playground at Brook Farm Open Space and a new outdoor gym at Victoria Recreation Ground
- Been recognised as “Working to Become Dementia Friendly” by the Alzheimer’s Society and have over 10,000 residents and staff across the borough trained as Dementia Friends. We have also secured dementia friendly accreditation for Barnet Copthall Leisure Centre – the first accredited leisure centre in the Borough to join the growing list of locally accredited venues
- Secured GLA funding for two School Superzones to be implemented around Edgware Primary School and Saracens School
- Secured approval from the Environment Agency for the business case to deliver the £6m Silk Stream Flood Resilience programme in partnership with LB Harrow
- Reached a figure of almost 100 schools that have achieved School Stars accredited travel plans – one of the highest levels in London

- Provided a brand new, purpose-built space for Barnet Homes' Housing Options service
- Secured circa. £1.5M grant funding from the Office for Zero Emission Vehicles (OZEV) to support the implementation of fast charge electric vehicle charging points in town centres
- Supported over 400 Barnet residents into jobs, through the BOOST Employment and Financial support service

1.10 Progress continues to be made on implementing the council's priorities that form part of the transformation agenda. We have:

Published a new Community Participation Strategy

1.11 Based around five principles of: we go where people are; we learn through doing; we listen; we are transparent, accessible, and open; and we value community power, the Community Participation Strategy (CPS) sets out a new vision for how we will achieve a step change in resident and community engagement.

1.12 In the CPS the council has identified a number of 'pathfinder projects', where the council will explicitly test the above principles. This includes the development of a culture strategy which will be coproduced with residents and will, we hope, form both the basis of a bid for Borough of Culture and be first steps on the journey to becoming a borough of fun. Further details can be found at [Culture Strategy 2023 – 2028 engagement | Engage Barnet](https://engage.barnet.gov.uk/culture-strategy)¹. In celebrating and valuing our communities, the council has also supported and enabled community groups to deliver a significant programme of events for Black History Month and are funding a winter festival programme. The council continues to build a community events programme, including a funding framework to support delivery. We expect to report this to Community Leadership and Libraries Committee in January.

Implemented a Cost-of-Living support framework

1.13 In September, this Committee agreed a package of measures to increase support for residents in response to the cost-of-living crisis. Following on the approvals, the council have launched the £2m Residents Support Fund (RSF). Streamlined application process encompassing the RSF, Discretionary Housing Payments and Council Tax Discretionary Relief funds to ensure correct allocation of awards and enable income maximisation for residents is also in place. The focus of the team remains on ensuring people coming forward are maximising pension credits and benefits they are eligible for. The council has also launched the Community Response Fund (applications closed 20 Nov with 68 applications being reviewed) and the Community Innovation Fund (applications close 30 Nov) and provided targeted support via the Household Support Fund, by supplying 1 week's food voucher support to 14,656 children in schools, and a further 546 in Early Years settings. The council continues to work in partnership with Citizens Advice Bureau and BOOST to support people out of debt and into work.

1.14 Taking a community-led approach, the council has launched our warm spaces scheme with phase 1 reaching out to local organisations who would like to participate. Across the Borough there are over 25 warm spaces including libraries, AgeUK centres and other community centres which can be accessed. For those attending

¹ <https://engage.barnet.gov.uk/culture-strategy>

these warm spaces regularly, the team is liaising with colleagues across the council to ensure any targeted interventions (e.g. mental health support) are put into place. Finally, to make residents aware of the support available the council has launched Phase 1 of our communications strategy, which focuses on energy support, and development of Phase 2 which includes targeted support to families and adults. The communications activities generated nearly double visits to our Cost of Living online hub to last month with a total of 16,061 site visits.

Introduced Community Safety Hubs

- 1.15 Barnet Council has opened the first two Community Safety Hubs as part of a range of new measures to further increase the feeling of safety and to tackle crime and anti-social behaviour in the borough. First 'pathfinder' hubs launched on 27th October in Edgware, with the second hub launched on Tuesday 1st November in West Hendon. A further four hubs will be launched as part of the pathfinder with all six hubs up and running by April 2023. The hubs will allow residents to report anti-social behaviour and community safety issues in person to community safety officers and partners. Progress will be reported to Community Leadership and Libraries Committee 7th of February.

Established a programme of Ward Walks

- 1.16 Alongside the Community Safety Hubs, the council has also established a Ward Walk programme. The first ward walks have taken place and will be conducted twice a year in every ward in the borough. These walks will bring together Councillors, resident group representatives and council officers along with partners such as the police to view and hear about local issues that require remedial action. These issues could relate to specific areas where criminal activity is being reported or where residents have concerns about safety in relation to streetlighting or overgrown hedges and so on. Again, progress will be reported to Community Leadership and Libraries Committee 7th of February.

Introduced Community Skips

- 1.17 As [reported](#) to Environment & Climate Change Committee on 6th of September, to tackle fly tipping, the council has made it easier for residents to dispose of 'bulky' items, e.g. a sofa or fridge freezer, by introducing a community skip service. Linked to this is increased investment in our street cleansing service, which will see more frequent cleansing of residential roads. Both services were launched on 14 November 2022.

Developed plans for a Citizen's Assembly on Climate Change and Bio-diversity

- 1.18 An update was [reported](#) to the Environment & Climate Change Committee on 21 November 2022. The Citizen's Assembly on Climate Change and Biodiversity will provide a platform for a representative group of residents to contribute to actions in our Climate Action Plan. TPXimpact Ltd has been appointed to establish and deliver the Citizen's Assembly alongside council officers. Their involvement will ensure impartiality as well as facilitating the deliberative process to produce actionable outcomes. Design sessions for the process will be held in November and December. Delivery of the assembly sessions will begin in February 2023 and conclude in May 2023, with reporting and further participant engagement to follow during the summer.

Made progress on improving Resident Experience

- 1.19 The council is continuing to transform residents' experience of interacting with the council through a series of reforms, including re-instating the Colindale face-to-face customer service team, to provide support to digitally excluded residents, and introducing new software that recognises British Sign Language and 'ReciteMe' functionality to ensure residents' needs in accessing online content are better met. A series of resident and staff focus groups have taken place, to ensure improvements support the needs of our residents. This will help inform our next phase of website improvements, for example.
- 1.20 A new contact centre platform was launched in October, making it easier for residents to speak to someone when they need to. Improved functionality provides interactive menu systems, call-back facilities during busy periods, and automated text alerts. The system provides better data to help resolve queries the first time of calling and support residents in a more proactive way.
- 1.21 A design phase has commenced, which will establish better data and technology solutions to ensure residents have a single view of council services and their interactions with them and services can identify needs of residents in a more proactive and personalised manner, in a secure way.

Initiated a Governance Review

- 1.22 A project is underway to enable a change to the Council's governance system from a Committee System to a Executive (Cabinet) model arrangements. The proposal is that it is effective from May 2023. The project has workstreams that cover the following: Constitution – adoption of a new Constitution to support the new model; Staffing – review of staff arrangements; Culture – review of organisational culture; and Engagement – communicating key elements of the changes to residents, Members and officers, plus identifying additional ways that the public can engage in the democratic process.
- 1.23 As part our drive to increase transparency, the council has installed a new audio-visual system at Hendon Town Hall to enable Council and committee meetings to be webcast, with meetings being streamed live and available to watch for a 12-month period. The system is expected to go live in December 2022. Hybrid meeting functionality will be introduced at a later date.

1.24 Developing a longer-term transformation programme

- 1.25 In addition to the above, work is also well underway to define the longer-term transformation strategy and the programme of work required to deliver it. Whilst the programme as a whole will include all of the projects and activities that will be needed to deliver the council's priorities, as articulated in the Corporate Plan, the main focus will be on developing the themes set out within the engaged and effective council foundation, in order to achieve the fundamental shift in culture that is necessary to really transform how the council delivers its services, and how we engage with residents and communities in doing so.
- 1.26 The Engaged workstream will focus on the council's aspirations in respect of engaging with our communities, changing our relationship with residents, building trust with our communities and creating an on-going conversation, as well as how we

organise our services to deliver a more co-ordinated, place-based approach and provide a more effective front-door to joined-up, resident-focussed customer journeys.

- 1.27 The Effective workstream will focus more on how we operate as a council. It will encompass getting the basics right in how the council delivers services and deploys resources, from effective budgeting and governance to embedding sustainability, organisational values (Caring, Learning, Inclusive, Collaborative) and equality, diversity and inclusion in all it does.

2. Reasons for recommendations

- 2.1 The Corporate Plan and transformation programme represent a clear statement of intent. The corporate plan will set out the vision and key priorities, with the transformation programme articulating the detail on how this vision will become a reality and the delivery framework through which the council will deliver the priorities and services that residents and communities need.

3. Alternative options considered and not recommended

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

4. Post decision implementation

- 4.1 Work will continue to develop the content of both the corporate plan and transformation programme. Both of which will report to this committee in February 2023.

5. Implications of decision

5.1 Corporate Priorities and Performance

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

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

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

5.3 Legal and Constitutional References

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

5.3.2 To be responsible for Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy; and Corporate Plan to Full Council.

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

5.4 **Insight**

5.4.1 The Corporate Plan will be informed 'what works' and be driven by resident's needs. Insight and intelligence data will be used to support decision making.

5.5 **Social Value**

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

5.6 **Risk Management**

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

5.7 **Equalities and Diversity**

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

5.7.2 Decision makers should have due regard to the public-sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Council has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public-sector equality duty are found at Section 149 of the Equality Act 2010 and are as follows below.

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

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.7.4 Having due regard to the need to advance equality of opportunity between persons who

share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

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

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

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

- Tackle prejudice, and
- Promote understanding

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

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

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

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

5.7.10 As outlined in this report, in development of the Corporate Plan, the focus will be on

Tackling the Gaps, our resident focused equality activity, and, in doing so, aim to embed equalities considerations into everything that the council does. We will also take protected characteristics, including seldom heard voices, into consideration in any engagement activity.

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

5.7.12 Forthcoming reporting to P&R Committee in February 2023 will outline this further, as part of the draft Corporate Plan.

5.7.13 Related to this, our Statutory Equalities Report is reported to this committee as part of this agenda, outlining our next steps.

5.8 Corporate Parenting

5.8.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. This duty will be considered in the development of all priorities. This is especially relevant for children and young people activity - striving for outstanding outcomes for our children and young people will benefit care leavers.

5.9 Consultation and Engagement

5.9.1 Engagement activity on the Corporate Plan has been taking place as outlined in paragraph 1.6.

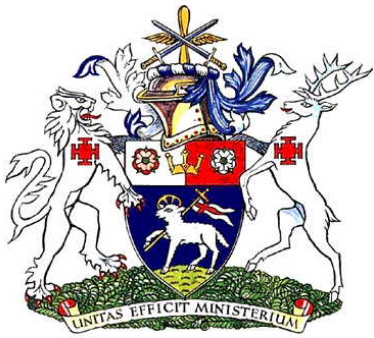
5.9.2 The council will continue to build a conversation with residents, ensuring that they are engaged with the process and outlining how residents can engage with actions within the plan (such as references to 'My Say Matters', and Adults Service User strategy, Citizens Assembly on Climate Change and so on).

5.10 Environmental Impact

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

6. Background papers

6.1 None.



Policy and Resources Committee AGENDA ITEM 11
13 December 2022

Title	Equalities Report December 2022
Report of	Chair of Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix 1: Equalities Report December 2022
Officer Contact Details	<p>Chris Munday, Executive Director of Children’s and Family Services chris.munday@barnet.gov.uk</p> <p>Anisa Darr, Executive Director of Strategy & Resources anisa.darr@barnet.gov.uk</p> <p>Liz Cowie, Assistant Director, Strategy, Communications & Engagement liz.cowie@barnet.gov.uk</p> <p>Linéa Heinonen, Strategy Manager, Strategy, Communications & Engagement Linea.Heinonen@barnet.gov.uk</p>

Summary

This report highlights how the council has approached its statutory responsibilities under The Equality Act and The Public Sector Equality Duty and our progress against our Strategic Equalities Objective. It brings into focus the changes within the councils overall Equality, Diversity and Inclusion (EDI) governance and highlights the significant change in our outlook on EDI activities. The report in appendix 1 demonstrates how the council is now working with an insight driven approach and in cross-collaboration across the council.

In light of the new proposed draft Corporate Plan and on-going journey to develop our EDI approaches, it emphasises that the council is now working within a different set of expectations. As such, it proposes to take this work forward through more in-depth reporting for April’s Policy & Resources committee, including Draft EDI policy, “State of the Borough” report as well as Action Plans.

Officers Recommendations

- | |
|--|
| 1. That the Committee approve this Equalities Report and subsequent publication on the council website. |
| 2. To approve the drafting of a new Equality, Diversity & Inclusion (EDI) policy, split between external and internal EDI activity. |

1. Why this report is needed

- 1.1** The Public Sector Equality Duty (PSED) requires public bodies and others carrying out public functions to have due regard to the need to eliminate discrimination, to advance equality of opportunities and foster good relations. Public authorities also have specific duties under the Equality Act to help them comply with the public sector equality duty. Public authorities must:
- Publish equality information at least once a year to show how they have complied with the equality duty.
 - Prepare and publish equality objectives at least every 4 years.
- 1.2** The Equalities Report in Appendix 1 provides an update against our strategic equality objective (SEO): “All communities will be treated equally, with understanding and respect. Both our council and our borough will be places where diversity is celebrated, and inequality is actively tackled; where people have equal opportunities and equal access to quality services”.
- 1.3** Since the publication of the EDI Policy in June 2021, and the latest update in December 2022, the council has continued its journey to develop our EDI approach. As such, this report is a “stop-gap” on this journey and an opportunity to take stock of where the council is on its journey and what we have accomplished this far. The council recognises that addressing inequality and improving outcomes for residents are long-term goals. And while the council has come a long way from where we were, we have so much more to do to ensure we foster inclusion/fairness and promote diversity at all levels of the council organisation. The report in appendix 1 therefore sets out the council’s accomplishments this far, but also next steps in terms of developing our policy and strategy in 2023.
- 1.4** The Equalities report notes that an internal audit of the council’s equalities governance took place in autumn of 2021; the council agreed with the central message of the audit, that evidencing impact is difficult and that the structures needed to change to effectively address our challenges. In response, the council fundamentally reformed our approach to governance and action planning during 2022. The council now has two cross-council groups in place to address our challenges, one focused on residents and the other on the council workforce – together they aim to fight inequality in the council and in the borough.
- 1.5** The council established a Tackling the Gaps: Fighting Inequality Group to address inequalities in the borough by taking on an outward-facing, resident and partnership focused equality, diversity and inclusion agenda. This brings together officers across council services, to discuss and jointly challenge each other to address inequality and drive

forward cross-council activity. The aim of the group is to ensure that the council is both aware of and understand issues of inequality and disproportionality in the borough, and that it tackles these where applicable in policies, strategies, service delivery, procurement and so on. This year, focus has been to ensure that departments have evolving plans and activities in place to tackle inequality in their service areas, improving long-term outcomes for residents. The council has also:

- Implemented service changes to address these challenges, such as through introducing tools to improve accessibility and by introducing training and development opportunities to practitioners.
- Continued to develop an events programme to celebrate our communities, building on the success of Black History Month. For the first time, we made funding available for community groups to celebrate Black History Month, and we have either directly or indirectly supported more than 70 events across the borough.

1.6 The internal Workforce EDI Steering Group was also established, bringing together representatives from staff networks, Human Resources and managers from service departments. It focuses on improving equalities in our council and making a positive difference to our staff. The Group continues to develop the role of our various staff networks, and have worked closely with the networks to create an action plan for change. The council has set out six Equality and Inclusion commitments, that will steward all decision making and delivery throughout. This year, the council has also adopted the Race at Work Charter, have become a Disability Confident Employer Level 2, and submitted an application for Stonewall Indices.

1.7 To aid the new governance, and strategic delivery, reporting has been made clearer by defining outcome focused objectives in refreshed draft EDI Action Plans. The goal is to include fewer actions that are more targeted, with clear delivery planning and measures of success. As a result of this, the prior format of the EDI Action Plan, as outlined in the EDI Policy, has been decommissioned. The activities within the prior plan have largely been completed, but where required, as it is on-going activity, it is carried forward in future activities. Instead, two separate action plans have been introduced, with reporting against key activity included in this report. The plans will be further developed and published in the spring.

1.8 The Equalities Report outlines the key actions that will be developed over the next year. In particular, report authors want to draw attention to planned reporting for April Policy & Resources committee:

- Draft EDI policy/strategy to ensure alignment with the development of the vision for the borough and the priorities set out in the new Corporate Plan. In short, it is an opportunity to provide a more consistent, resident facing policy approach as well as to incorporate the evolving employee facing outcomes. To align with the new governance structure, it proposes that the policy/strategy is split between external facing policy focused residents, and separate reporting on our workforce policy.
- “State of the Borough” situational report that will set out at more depth the themes of this Equality report – focused on bringing together our insight on residents.
- EDI Action Plans – as referenced above – one resident focused, and the other

workforce focused.

- 1.9 In conjunction with this, the council will continue to fight inequality, including through carrying on developing internal activity, but also through further partnership working as well as through engagement and dialogue with residents.

2. Reasons for recommendations

- 2.1 The council is strengthening Equalities, Diversity, and Inclusion agenda in order to demonstrate its legal duty, implement best practice and ensure our workforce reflects communities we represent.
- 2.2 The Equalities Report illustrates a picture of what the council has done and what it will do in the future to tackle EDI issues, and this should be made public to promote cross collaboration with our partner, voluntary organisations and residents.
- 2.3 A new EDI Policy is required to ensure alignment with the development of the vision for the borough and the priorities set out in the proposed updated Corporate Plan, as well as show our continued commitment to EDI and build on current activity.

3. Alternative options considered and not recommended

- 3.1 There are no alternative reporting options considered.

4. Post decision implementation

- 4.1 Once the Equalities Report has been considered and approved by Policy and Resources Committee, it will be published on the equalities pages of the council's website.
- 4.2 As outlined in paragraph 1.7, as well as in appendix A – and subject to the approval of this committee – key next steps are focused on refreshing our EDI Policy.
- 4.3 The appendix report also highlights a number of other areas of on-going activity. It is hoped that these next steps will allow the council to continue to reduce inequalities within the borough and allow us to move further towards on our new corporate approach to tackling EDI based issues.

5. Implications of decision

5.1 Corporate Priorities and Performance

- 5.1 There has been a change in administration since the last Equalities Report. As a result, the council will refresh the EDI policy to ensure alignment with the development of the vision for the borough and the priorities set out in the new Corporate Plan.
- 5.2 The councils overarching Strategic Equalities Objective as included in our Equalities, Diversity, and Inclusion Policy 2021-2025, is to ensure:

“All our communities will be treated equally, with understanding and respect. Both our council and our borough will be places where diversity is celebrated, and inequality is actively tackled; where people have equal opportunities and equal access to quality services.”

5.3 To transparently monitor our approach and achievements against our statutory responsibilities under The Equality Act 2010 and Public Sector Equality Duty (the report is included at Appendix 1 of this report).

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

5.5 There are no resource implications as a result of this report.

5.6 Social Value

5.7 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.

5.8 Social value can be used to further equalities, diversity, and inclusion. The council has developed a menu of social value outcomes that commercial suppliers can contribute to. These include targets for ensuring equal opportunities in employment and activities that benefit disadvantaged groups.

5.9 Legal and Constitutional References

5.10 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, risk management, oversight of the organisation, performance and operational working of the Council including the following specific functions/activities:

- Local Plans (except for matters reserved to Full Council)
- ICT and Digital
- Customer Services
- Emergency Planning
- Equalities, Diversity and Inclusion

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

- 5.12** A public authority must, in the exercise of its functions, have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.13** Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
 - Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not
 - Share it;
 - Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 5.14** 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.
- 5.15** Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- tackle prejudice, and
 - promote understanding.
- 5.16** 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
- 5.17** Equality assessments were undertaken for the budget proposals. We undertake Equality Impact Assessments on changes to policy or services that could have an impact on people that share a protected characteristic under the Equality Act 2010.

5.18 Obligations to publish information and set out objectives by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations, SI 2017/ 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. This information has been set out in each 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 four years.

5.19 In addition to assessing the impact of proposals on the nine protected characteristics, the council also assess the impact on certain other groups, whenever possible, who may be considered disadvantaged and/or vulnerable. These additional groups include; carers, people on a low income, those who are unemployed, young people who are not in education employment or training (NEET), people with mental health issues and some families and lone parents.

5.20 Risk Management

5.51 Progress will be monitored against 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.

5.52 We collaborate across the organisation and work in partnership with other organisations to ensure that we have processes in place to meet our obligations under the Equality Act 2010. Equalities impact assessments are required as part of contractual agreements.

5.6 Equalities and Diversity

5.7 The legal requirements of the 2010 Equality Act are outlined above and describe the requirement for public bodies to pay due regard to equalities.

5.8 Equality and diversity issues are a mandatory consideration in the decision making of the Council. Decision makers should have due regard to the public sector equality duty in making their decisions. The Equality Act 2010 and the Public-Sector Equality Duty require elected Members to satisfy themselves that equality considerations are integrated into day-to-day business and that all proposals emerging from the business planning process have taken into consideration the impact, if any, on any protected group and what mitigating factors can be put in place. The equalities duties are continuing duties they are not duties to secure a particular outcome. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows

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

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

- 5.10** 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 to the need to:
- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
 - Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 5.11** 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.
- 5.12** Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- Tackle prejudice, and
 - Promote understanding.
- 5.13** 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
- 5.14** This is set out in the Council's Equalities Policy, that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles
- 5.15 Corporate Parenting**
- 5.16** Age is a protected characteristic and Barnet's approach to Equalities is to ensure that the most vulnerable are protected.
- 5.17** In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council, this includes ensuring that children in care and care leavers are not disproportionately impacted by any decisions the council may make.

5.18 Appendix 1 reports on on-going work addressing attainment and school exclusion gaps in schools, including through Education Improvement Plans as well as Special Educational Needs and Disabilities Strategy 2021-2024.

5.19 Consultation and Engagement

5.20 Consultation and engagement are a key component of our EDI activity. The report in appendix 1 gives examples of activity this year, such as development of My Say Matter's Child Participation and Family involvement Strategy 2022-2025

5.21 Related to this, the council is also informed by the resident perception surveys that allowed the council to hear residents thoughts on the borough, and highlighted inequalities that existed. Summary is provided in the Equalities Report.

5.22 The Equalities Report also highlights how the council understands that it needs to do more consulting and engagement to tackle the inequalities that exist within the borough. Future engagement includes (but is not limited to):

- Using the new Community Participation Strategy to set the parameters and ensure we consult and engage with residents effectively on EDI issues in the future.
- Further engagement activity with residents and communities on our EDI policy – this will be in two stages, initially focused on co-production of vision/principles, and then on consultation on draft EDI policy.
- Qualitative research to help inform the “State of the borough” report – this will be targeted at specific group, for example ethnographic research with residents that have disabilities.
- Holding “Leader Listens” events to ensure the council hears the voices of those that may not have been heard in the past.

5.23 Insight

5.24 This report demonstrates how Equality and Diversity Data is used by the council to meet its Public Sector Equality Duty, and illustrates how this data can help the council tackle inequalities within the borough.

5.25 An overview of the characteristics of Barnet residents can be found in JSNA Summary (<https://open.barnet.gov.uk/insight-and-intelligence/jsna/>). The population of the borough continues to grow, change and become increasingly diverse. The data is regularly updated, but a more in-depth update is planned in the new year in light of census 2021 data releases.

5.26 More information on our residents will be shared as part of April reporting on “State of the Borough”.

6. Background papers

6.1 None

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Equalities Report

December 2022



Foreword

Barnet has long been a diverse borough, and is becoming even more diverse, with people of many different ethnic backgrounds, faiths and life experiences living side by side. The richness of this diversity is one of our greatest strengths; our resident perception survey showed that 88% of respondents agreed that their local area is a place where people from different backgrounds get on well together. This year, we have started to set out plans to strengthen our approach to promoting and celebrating our communities. For the first time, we made funding available for community groups to celebrate Black History Month, and we have either directly or indirectly supported more than 70 events across the borough. We are keen to build on this and use it as a framework for greater community engagement and for more celebration of our diversity.

Since our last report, we have continued to change how we consider and deliver our response to equality, diversity and inclusion. An internal audit of our equalities governance took place in autumn of 2021; we agreed with the central message of the audit, that evidencing impact is difficult and that the structures needed to change to effectively address our challenges. In response, we fundamentally reformed our approach to governance and action planning during 2022. We now have two cross-council groups in place to address our challenges, one focused on our residents and the other on our workforce – together they aim to fight inequality in the council and in the borough.

We have also moved out of the immediate impact of the COVID-19 pandemic; however, we note that the pandemic has brought equalities into a stark new light and has had a disproportionate impact on certain groups - especially those who are already impacted by inequalities or with protected characteristics. These disparities are being further exacerbated as the cost-of-living crisis deepens, with many predicting the possibility of a global economic recession. This report sets out some of our activity this year to tackle this. This work continues, however, as we recognise that addressing inequality and improving outcomes for residents are long-term goals. Our analyses have shown that there is more that we could do to improve opportunities for our residents through addressing systemic inequality, improving life chances for a healthy and long life, ensuring opportunities for good education and employment, and through access to quality services/support, at the right time and based on need. ***Wherever we find that people have experienced inequality or disproportionate impact due to their background or identity we will work to tackle this and eradicate it.***

Now, organisational equality, diversity and inclusion are very talked about subjects, but it is not just buzzwords. It is about making sure everyone feels included and supported and enabled to feel at their best to deliver for our residents. We have come a long way from where we were, but we have so much more to do to ensure we foster inclusion/fairness and promote diversity at all levels of the organisation. Internally, we have been working across the council and with our staff Barnet Equality Allies Networks to address inequality in the workplace. We have developed an internal Equality, Diversity and Inclusion Roadmap – setting out workforce action and targets up until 2025, with clear reporting and tracking metrics to promote accountability and progress across the organisation. The other members of CMT and I will be presenting this data back to our workforce on an annual basis to emphasise our continued commitment to centring EDI in all areas of decision making and delivery within the organisation.

Our Barnet Equality Allies (BEA) Staff Networks co-chair comments that:

"Over the last year, efforts have been made to improve the way the BEA works with the senior leaders throughout the council. We have now successfully built-in forums and processes which aid authentic co-production and reflection, and which help to ensure that strategic change is informed by the lived experiences of our staff, particularly staff who identify as having one or more protected characteristic. Moving forward, we hope to continue to strengthen this working relationship so that together, we are actively addressing inequality and improving the workplace experiences of our staff."

This report celebrates our successes over the last year and outlines our ambitions for equalities going forward.

Councillor Barry Rawlings
Leader of the Council

John Hooton
Chief Executive of the Council

Executive summary

In June 2021, we published our Equalities, Diversity & Inclusion (EDI) policy (2021-25), setting out our strategic equality objective: ***“All communities will be treated equally, with understanding and respect. Both our council and our borough will be places where diversity is celebrated, and inequality is actively tackled; where people have equal opportunities and equal access to quality services”***.

On the back of the policy, we have delivered significant change in our corporate approach to EDI, and we are now working within a culture of different expectations. We are now in a position where we are developing our approach in partnership both across the organisation and with external partners. We apply an insight driven approach – we have for example introduced an HR Diversity Dashboard as well as carried out an initial Disproportionality study.

To understand more about residents, the Disproportionality study applied the proportion of a particular group relative to the proportion of the majority group, using Relative Rate Index (RRI) methodology. It identified that disproportionality for those with protected characteristics exists in the borough, but also that we do not necessarily always fully understand the reasons why, or the underlying factors that cause it. Our analyses have shown us that there is more that we could do to ensure that we fight inequality, and that residents have access to quality services, at the right time and based on their needs. In response to our changing policy landscape, we have this year introduced a new governance framework and developed more targeted action plans.

We established a Tackling the Gaps: Fighting Inequality Group to address inequalities in the borough by taking on an outward-facing, resident and partnership focused equality, diversity and inclusion agenda. The aim of the group is to ensure that we are both aware of and understand issues of inequality and disproportionality in the borough, and that we tackle these where applicable in policies, strategies, service delivery, procurement and so on. As a result of our long-term work, we would expect to see a positive change in our disproportionality data sets and in relevant resident perception survey results.

Our key activity this year has been to ensure that departments have evolving plans and activities in place to tackle inequality in their service areas, improving long-term outcomes for residents. As such, we have focused on bringing insight together, with each service area analysing the demographic data about people who access their services, as well as by carrying out specific studies such as on preventing Homelessness. This is leading to the development of programmes to address identified challenges such as gaps in health and financial inequality between resident groups, as well as differences in resident opportunities and experience of education, employment and range of services across the council. We have also started to implement service changes to address these challenges, such as through introducing tools to improve accessibility of our website and contact centre, and by introducing training and development opportunities to practitioners to practice in anti-racist and anti-oppressive ways and respond to current national and local issues.

An internal Workforce EDI Steering Group has also been established, bringing together representatives from staff networks, Human Resources and managers from service departments. The council is committed to being an inclusive employer and has an ambitious Equalities Diversity and Inclusion (EDI) agenda. We continue to develop the role of our various staff networks, and have worked closely with the networks to create an action plan for change. We have set out six Equality and Inclusion commitments, that will steward all decision making and delivery throughout. They form the basis of a comprehensive action plan, which has already driven considerable change in areas such as recruitment. This year we have also adopted the Race at Work Charter, have become a Disability Confident Employer Level 2, and submitted an application for Stonewall Indices.

Summary of next steps

As our understanding and implementation of EDI activity continues to evolve and mature, we have seen where we have gaps in our policy and delivery landscape and the challenge now is to establish ways of utilising the information to address issues in a systemic, structural approach. As such, our key activity next year will be focused on:

- Refreshing our EDI policy to ensure alignment with the development of the vision for the borough and the priorities set out in the new Corporate Plan. In short, it is an opportunity to provide a more consistent, resident facing policy approach as well as to incorporate the evolving employee facing outcomes.
- Conjointly, publishing a “State of the Borough” situational report that will set out at more depth the themes of this report. Building on our initial disproportionality study it will provide further insight from the census analysis and our local data sources as well as resident engagement activity and other information sources. It will also report on our internal, employment picture.
- To underpin this, we will also publish our EDI Action Plans, that will set out in more detail what we will do to address these challenges, both as an employer and to improve outcomes for our residents.

We know that there is more to do, and that a joint approach to tackling the gaps is crucial for our development of EDI. We started the work reflecting in-wards on our own service delivery, on who is accessing it and what it tells us. We will continue to do so, but key to our next step is also to amplify our voice, building a dialogue with our residents, working with our partners and influencing the regional and national agenda.

Note on language used in this report

We recognise the importance of using inclusive language; communicating in a way that is accessible and respectful and values, includes and empowers our residents, staff and partners. We are reviewing our communications from an equality, diversity and inclusion perspective and are in progress of developing communications guidance. For example, we want to move away from umbrella terms used to indicate people from the global south in order to have more progressive and insightful data into the lived experiences of both our residents and employees. In some instances, this report groups people together under terms such as “Black, Asian and Minority Ethnic” or “Black and Black British” and so on; we currently apply this type of terminology primarily in instances where this is the data breakdown available - we are guided by Office of National Statistics. In other instances, this is appropriate usage such as Black History Month. Where possible, we aim to nuance the picture, to recognise a range of lived experiences as well as intersectionality.

Our statutory duties

As a local authority the council has a number of legal duties to meet under the Equality Act 2010. The act provides a legal framework to protect the rights of individuals and advance equality of opportunity for all.

Public Sector Equality Duty

The 2010 Equality Act outlines the provisions of the general and specific Public Sector Equality Duty (PSED) 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.

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
- Race
- Disability
- Sex
- Gender reassignment
- Marriage and civil partnership
- Pregnancy,
- Sexual orientation
- Religion

In addition to assessing the impact of proposals on the nine protected characteristics, the council also assess the impact on certain other groups, whenever possible. This includes those who may be considered disadvantaged and/or vulnerable, such as carers (including young carers), people on low incomes, people from areas of deprivation and the unemployed.

Publication of equality information

Publishing this annual report is part of that duty. As part of the public sector equality duty the council has a specific duty to publish equality information about its employees and residents who share a protected characteristic and to prepare and publish equality objectives. An overview of the characteristics of our residents can be found in [JSNA – Borough Summary – Barnet Open Data](#). The population of the borough continues to grow, change and become increasingly diverse. The data is regularly updated, but a more in-depth update is planned in the new year in light of census 2021 data releases.

Equality Impact Assessments (EqIAs)

We undertake Equality Impact Assessments on changes to policy or services that could have an impact on people that share a protected characteristic under the Equality Act 2010. These assessments are a way to make sure our individuals and teams think carefully about the likely impact of policies or procedures, strategies, functions and services. It assesses and records the actual, potential or likely impact of significant change, on different groups of people. Equality Impact Assessments are attached to each committee report where there is a public decision on significant changes to policy or services.

Strategic Equalities Objective (SEO)

As required under the Public Sector Equality Duty, the council has an overarching Strategic Equalities Objective (SEO) which was updated in 2021 and is included in our Equalities, Diversity, and Inclusion Policy 2021-2025. The SEO states: *'All our communities will be treated equally, with understanding and respect. Both our council and our borough will be places where diversity is celebrated, and inequality is actively tackled, where people have equal opportunities and equal access to quality services'*.

We monitor this duty as part of our action plans, as set out in this report.

Governance

The Council Management Team (CMT) holds overall responsibility and decision making on EDI Action Plan and Policy. In addition to specific responsibilities (e.g., Public Sector Equality Duty), CMT is meeting with staff network Leads on a quarterly basis and CMT members each sponsor a staff network. Staff networks will continue to play a key part in terms of developing our organisational approach to EDI.

Equality, Diversity and Inclusion (EDI) Policy and Action Plan review

In the summer/autumn of 2021 an Equality, Diversity and Inclusion (EDI) Policy and Action Plan review was carried out. It was delivered as part of the London Borough of Barnet Internal Audit & Anti-Fraud Strategy and Annual Plan 2020-21 by PwC's EDI specialists on behalf of LBB's Head of Internal Audit, as part of Cross Council Assurance Services (CCAS). We agreed with the central message of the Audit report, that evidencing impact is difficult and that the current governance structures need to change to effectively address EDI. Rather than responding to each recommendation, we fundamentally reformed our approach to governance and action planning during 2022.

The EDI Steering Group, Staff Networks and departments delivered significant change in the corporate approach to EDI, and we are now working with a culture of different expectations. As our understanding and implementation of EDI activity continues to evolve and mature, it changes our policy and delivery landscape. We therefore made the decision to dismantle the existing governance structure (the EDI Steering Group) and replace it with a new governance framework.

New Governance Structure

To give equal weighting to the internal and external aspects of delivering a robust approach to EDI we have created two groups, e.g. The Tackling the Gaps: Fighting Inequality Group focused on resident impact and the Workforce EDI Steering Group that focuses on the organisation and staff impacts.

To aid this, and our strategic delivery, reporting has been made clearer by defining outcome focused objectives in refreshed EDI Action Plans. The goal is to include fewer actions that are more targeted, with clear delivery planning. Two separate action plans have been introduced, with reporting against key activity included in this report. The plans will be further developed and published in the spring, together with the draft EDI Policy.

Partnership working

The council is committed to working in partnership with other organisations in the borough to ensure they share our ambitions for equality in Barnet. The council maintains close links with other statutory services such as health, police, education and voluntary sector organisations, as well as commercial businesses and other private sector partners. As we continue to develop our agenda, we will aim to further strengthen our relationships and act as an enabler of discussion and change. Together with our partners we can amplify our voice, building a dialogue with our residents, and influencing the regional and national agenda.

This will build on our existing links and key partner networks such as Health and Wellbeing Board, Barnet Partnership Board, Children and Young People's Partnership Board and so on. In particular, the health inequality activity is already operating within existing Barnet Borough Partnership, joining up health and social care partners to address health inequality.

We will also continue to work in partnership with Barnet's thriving voluntary community and faith and social enterprise (VCFSE) sector. There are over 1,075 registered charities operating across the borough and a broad network of informal groups, volunteering and many other ways that residents participate in civic life. Strategic oversight and representation for the VCFSE sector is provided by the Barnet Together Alliance. The alliance was established following the strong links forged with the existing with Barnet Together partnership during the pandemic. The community response to Covid-19 was co-designed and delivered in close partnership with the sector and many workstreams were led by VCFSE organisations. In October 2022, the alliance was formally launched with a conference attended by around 150 organisations. One of the event's key themes was EDI. Together, we will continue to build on this.

Links to other strategies

This report brings together activity that is taking place across the council. As such it reports on strategic work that is also being reported elsewhere, in other strategies and/or to other committees. The benefit of this report – as well as our EDI governance structure – is that it brings together this reporting and looks at it from a different angle. Furthermore, this focused attention also ensures that EDI activity and any lessons learned is then also embedded into considerations in other policies, strategies and action plans across the council. Examples of this kind of activity can be found throughout this report.

Tackling the Gaps: Fighting Inequality

Identifying actionable insight and opportunities to address issues are key to long-term success. Work is ongoing across the council to shift our thinking, identifying the gaps and how we can fight inequality. This section outlines some of our key activity, but it is not an exhaustive list. This work is bringing together opportunities for further collaboration and joint working across these areas, identifying best practice findings and lessons together, and in particular our thinking about how we can make a difference.

Disproportionality study

In 2020-21, North Central London Directors of Children's Services commissioned an analysis of disproportionality in children's services outcomes. Following this work Barnet undertook an initial Disproportionality study, widening our understanding to other service areas. Using Relative Rate Index (RRI) methodology it applies the proportion of a particular group relative to the proportion of the majority group.

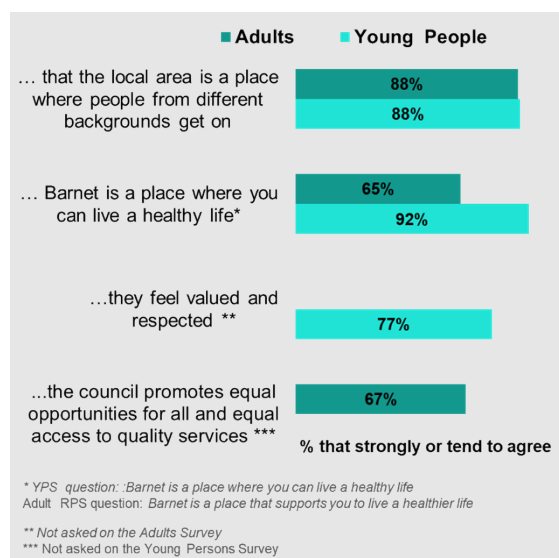
The study identified that disproportionality exists in the Borough, but also that we do not necessarily always fully understand the reasons why, or the underlying factors that cause it. Furthermore, it identified that data is not systematically collected across the services to give a thorough picture of disproportionality. The initial study was primarily focused on ethnicity; as a key area of inequality, but also as an area where we tend to have data; future work will expand this scope to include other protected characteristics.

The study showed that this disproportionality can have a significant impact on our residents – for example, initial results showed that Black and Black British residents are more likely to experience disproportionality across different parts of their life - while they do better in school than the national average, they have a higher risk of low attainment at school compared to the white pupils, and as they get older, they are at increased risk of domestic abuse, of using sexual health testing and of becoming homeless. The study also indicated a link to deprivation, for example, for substance misuse, people from White ethnic groups are over-represented in treatment statistics, with ward level information indicating an emphasis centred around the most deprived wards within the borough. In light of the new census data, we are updating, and expanding the analysis.

Resident perception surveys

Barnet Residents’ Perception Surveys tracks council reputation, service and local area perceptions. There are two versions of the survey – one for adults (2,000 respondents) and one for young people aged between 11 and 18 (500 respondents). The surveys offer a representative sample of our population and is run by an independent research organisation.

The results show a positive picture, where the vast majority of residents (88%) agree that their local area is a place where people from different backgrounds get on well together. This is in line with the previous wave of the survey conducted in 2020 and (for adults, where we can compare) significantly above the London (85%) and the National average (83%).



This year, we also asked adult residents if they agreed that ‘the council promotes equal opportunities for all and equal access to quality services’. Two thirds of residents (67%) agreed with the statement. It received high levels of agreement compared to other questions about perception of the council, and was the fifth highest level of satisfaction. However, it also received the highest percentage of residents indicating they ‘don’t know’. Residents’ lack of awareness of available services is a reoccurring theme across other recent studies, and we are exploring – and implementing - options for more inclusive communication.

Results show residents that self-identify as disabled, are less likely to be agree with the above question statements – but also that they are significantly less satisfied with most services. Disabled residents are also more likely to be older – which is another cohort that is more likely to be dissatisfied. We are carrying out further qualitative work to understand more about the reasons.

Tackling health inequality

Health and Wellbeing Strategy 2021-25 aims to reduce health inequalities and improve healthy life expectancy. Geographical differences in how long people are expected to live for (“life expectancy”) and how many years they will live in good health (“healthy life expectancy”) still exist in Barnet. For example, people living in Burnt Oak are more likely to live 6.7 years less than those living in Hampstead Garden Suburb. Those living in most deprived areas of the borough, some ethnic minority groups, and those with complex health needs are at most risk of living in poor health and dying prematurely. The Health and Wellbeing Board is focusing delivery of the Strategy on a ‘place-based’ approach to tackle these challenges. Some of the projects implemented over the last 12 months are highlighted below:

- Health Champions programme that recruited 229 residents from across the borough and from different demographic background during COVID-19 pandemic have expanded to cover wider health and wellbeing issues such as mental health, cardiovascular diseases prevention and childhood immunisation.
- Barnet was successful in attracting £500k from Department of Levelling Up, Housing and Communities to implement Vaccine Champions programme, focus has been on improving uptake of the winter vaccinations (COVID-19 and flu) and routine childhood immunisations. Key achievements included delivering over 3,200 first, second and booster COVID-19 vaccinations over 8-month period in low-take up areas, 15 COVID-19 vaccinations and 50 Lateral flow tests for homeless/ rough sleepers at health fair run by voluntary and community sector partners, two health sessions run by Belifted in Graham Park Estate which included an interactive session on COVID-19 vaccinations and blood pressure checks. We have allocated further funding to projects in faith and voluntary and community sector to help work with communities.
- Healthy Heart Programme is a peer support programme, as part of Barnet Cardiovascular Disease (CVD) Prevention Action Plan, that aims to raise awareness of CVD risk factors and encourage people to come forward to health checks screening in the community. The team have garnered support from Community Barnet to engage with the Barnet African Caribbean Association and Edgware Foodbank. The project team has delivered a wide range of outreach activities and community engagement events reaching a total of 150 residents with an additional 30 residents from the targeted ethnic groups engaging with the intensive programme. Qualitative feedback from residents indicates that more members of the community have increased awareness of high blood pressure, have sought advice from their GP, have purchased monitors and are considering dietary and activity changes.
- In response to concerns about an apparent increase in suicide during the pandemic, we initiated an extensive suicide prevention campaign aimed at working-aged men between November 2021 and January 2022. The campaign combined outdoor advertising, digital marketing and targeted engagement with local male-dominated businesses such as construction companies, gyms and taxi services, encouraging use of the Stay Alive app as well as launching Andy's Men Club locally. The app reached over 100, 000 people, with digital content displayed online over 2,000,000m times. Andy's Man Club attendees reported that the Clubs allowed them to express thoughts and emotions that they would have otherwise not spoken about. The Clubs made them feel less alone and they had others to talk to when they needed. Preliminary data suggest no record of suicide in men during the campaign although further data validation is underway, this is exceptional result compared to London data on suicide for the same time period.
- A school-based healthy weight project called SMILE (School Meals Initiative for Learning Healthy Eating) successfully supported primary school children learn about healthy eating and encouraged them to make healthier food choices through education and SMILE trays, particularly focusing on schools in most deprived areas of the borough.
- The Barnet Young Brushers project; a targeted supervised toothbrushing programme in over 40 Early Years settings have reached over 400 children so far, evaluation of the intervention is underway.
- Barnet secured £286K to improve our drug and alcohol treatment for rough sleepers which is funding an outreach nurse, a complex needs specialist and outreach workers including one Romanian speaking to reach this particularly underserved population. Recent one-week focused outreach activity in Graham Park resulted in the service identifying 44 rough sleepers, 24 were new to the service. The team delivered a range of interventions including harm minimisation advice, giving out sanitary products, giving out food as well as people being booked in for follow-up.

Tackling the gaps for children and young people

Children and young people across all cohorts perform better than the London and England average in school. However, the North London Disproportionality reports highlighted education and attainment disparities across ethnicities. In England, London and all North London LAs, Black pupils on average have a slightly lower attainment 8 (a measure that is based on students' attainment in their best eight subjects at GCSE) score than White pupils. In comparison, Asian and Chinese pupils have higher attainment scores in comparison to White pupils. Furthermore, pupils of Black and Mixed ethnicity are more likely to have one or more fixed term exclusions. There is on-going work addressing attainment and school exclusion gaps in schools, which has been strengthened this year by forming an Equality Exclusions and Attendance Board, a sub board of the Schools and Settings Standards Partnership Board and by education hosting 2 conferences led by expert guest speakers in which workshops were delivered and schools shared emerging good practice.

The Preventing Exclusion of Black Boys project gained traction in 2022 and Family Service are also piloting a Team around the School to enable multi-agency teams to be assigned to schools to respond to their community needs, with the aim to decrease exclusions. Due to the continued long-term impact of the pandemic, there has been an increase in risk of permanent exclusions in primary and secondary school. In primary school, these programmes, and in particular, the extra resourcing of the Inclusive Advisory Team's capacity has supported schools to either maintain these children in their setting or work with the local authority to identify and secure a more appropriate setting. This year, no primary aged children were excluded. In secondary schools, there has been a significant, 35% decrease, in permanent exclusions. However, black boys and girls continue to be over-represented in this cohort.

Ofsted have been identifying and celebrating the work that our schools have embarked on this year:

"Pupils and sixth-form students cannot praise the school highly enough. Pupils have lots of opportunities to make their voice heard. They contribute to school life through a range of committees and groups. One area of many that stands out is the committee to promote equality and diversity. It has made recommendations that leaders have taken on board and implemented" (Ashmole)

"Leaders have created a culture of mutual respect and understanding in the school. Their work in areas such as anti-racism and equalities is of particular note. Staff enjoy working at the school and commit to providing the best possible education for pupils. They are well supported by leaders, who prioritise matters of staff's workload and well-being". (Whitefield)

The North London Disproportionality report also showed that, as an average in London, children from a Black or Mixed ethnic background are over-represented in the looked after children cohort. In addition, Barnet has a proportionally large number of unaccompanied asylum-seeking children (UASC), which contributes to "other ethnic group" being over-represented. Children's Services have introduced training and professional development opportunities to practitioners, including partner agencies, to ensure the workforce is equipped and confident to practice in anti-racist and anti-oppressive ways and responds to current national and local issues.

Tackling homelessness

Barnet Homes carried out a Homelessness Early Intervention and Prevention Insight project, highlighting the intersectionality and complexity of disproportionality. The issues that are presenting for residents are happening 'upstream' - and are then brought to light when they later present as homeless. The initial Disproportionality study showed over representation of Black and Black British approaching as homeless, compared to the White population. The insight project found that ethnic minorities are more likely to use services across a variety of council and partnership organisations. Key reasons for this include the distribution of debt as seen amongst those approaching Barnet Homes and the role of unemployment, low-income and lack of recourse to public funds (NRPFs) as significant drivers of homelessness.

It also found that people with disabilities were 2.4x more likely to become homeless in Barnet, with mental ill health as the largest disability presenting to Barnet Homes. Reasons for this disproportionality include established links between mental health, traumatic experiences, and rough sleeping, as well as mental health being a cause of homelessness and the result of homelessness.

Results are considered in reviewing the Housing as well as Homeless and Rough Sleeping Strategies, with drafts due to Housing and Growth committee 23rd of March. Action planning is in progress, focused on:

- Increasing application support; in-person, implementing mobility and digital sensitivity improvements.
- Introducing trauma informed service delivery; training is currently being procured with the aim of increasing quality of support, in particular from mental health perspective.
- Reviewing housing support pathways - including developing and improving in-reach with prisons and hospitals, with bids for liaison posts in progress – as well as communication in these pathways and to residents.
- Strengthening targeted intervention by continued analysis of structural drivers of homelessness.

Tackling the gaps in how we engage with all our customers e.g., in the contact centre

As part of our Resident Experience Strategy, we continue to focus on identifying if any gaps exist that prevent all residents to equally access services. Initial engagement and insight has highlighted some key barriers

around digital access as well as how residents with certain disabilities contact the council. As an initial response, the customer services face to face team based in Colindale have been reprovisioned to assist residents who struggle to use online services more directly, in our libraries and via referrals from Age UK Barnet. 54 residents were supported over September and October. This is alongside a full programme of activity to support residents who are digitally excluded and a new telephony solution to make it easier for residents to speak to us when they need to.

A range of accessibility tools have also been introduced; a British Sign Language (BSL) video service for residents who wish to contact the council using BSL; a website accessibility tool to assist residents with a range of disabilities to access online content and we are also planning to introduce a 'Chat' function, to support residents with speech impairments and others who cannot communicate verbally.

Equality Impact Assessments continue to be embedded in all initiatives as we continue to re-design the 'front door' improving access for all our residents and communities.

Tackling the cost of living crisis

The cost-of-living crisis is having an impact on all of our residents, but making it much worse for some, especially our most vulnerable residents. A targeted approach to supporting these residents was approved by Policy & Resources committee on the 29 September. We are working as a cross-functional team to ensure residents who can often 'fall through the gaps' are being captured in considerations across services. The measures focused on providing both direct and indirect support to residents who are experiencing financial vulnerabilities by the development of a £2 million residents support fund, streamlined application process, match-funding for a community response fund and outreach advisers who can provide proactive support in the places our most vulnerable residents can benefit from their advice. We are currently reviewing data from our Resident Support Fund application process to identify who and what residents are applying and how we can best reach them with messages about the support that is available. This will inform for example where we introduce warm places, which will assist in providing places of intervention. We are trialling this approach at Chipping Barnet Foodbank which now has a digital inclusion champion from BOOST (an employability support organisation funded by Barnet Homes) visiting every Saturday. Laptops are also donated at these sessions which residents' access. This enables them to build up the skills and confidence they need to can look for work or apply for support themselves.

Tackling the gaps in employment

The Work, Skills and Productivity Action Plan approaches include 'inclusive', with a focus on ensuring that all residents benefit from opportunities, with focus on young people and those furthest from work. This aligns with the initial disproportionality study, showing that the pandemic had a disproportionate impact on young people (18-24), who were more likely to be unemployed, compared to older people. Indicative analysis applying the Labour Survey showed that the employment rate for black residents also decreased significantly during the pandemic, with black females particularly impacted. BOOST (that provide employment and benefit advice in Barnet) have employed a specialist adviser to work with Ukrainian refugees and are recruiting for a specialist disability advisor. Plans are in progress to enable us to move forward on plans for more targeted support to our most vulnerable residents, such as a Black, Asian and Minority Ethnic Women's project linked to green skills.

Tackling the gaps in Adults Social Care, green spaces & leisure

Communities, Adults and Health has applied an EDI 'lens' in undertaking data analysis, work with contracted providers, as well as in developing this approach across engagement and co-production activity to better understand the lived experiences of our residents. This work has shown that a higher proportion of females access Adult Social Care (ASC) than males, in particular when 65 years old and over. There is a slightly lower proportion of people accessing ASC identifying as Black, Asian or Minority Ethnic, compared to the overall (all age) Barnet population. There are aspects of intersectionality to explore in relation to this; such as the percentage of people who are BAME and in receipt of ASC and how this differs when age is considered. We also know from the ASC survey that lower proportions of Black, Black British and Asian, and Asian British people rated their quality of life as a whole as good or very good.

As a result of this analysis, we have developed delivery plans that are focused on improving access to services, activities and places, and experiences of them to meet specific types of needs. Action planning has taken place and delivery is in progress, with current focus on:

- As part of the refreshed Fit and Active Barnet (FAB) programme, continuing to work with networks such as the Disability Physical Activity Network, to increase the inclusive leisure offer and encourage participation in a range of accessible opportunities through the 'Give it a go' campaign.
- Developing our understanding of the usage of parks and green spaces by different community groups as well as developing our trees and woodland assets in a way that promotes equitable tree coverage across the borough, relating to good air quality.
- Embedding this approach across our new engagement and co-production strategy and charter.

Environment and Sustainability

A programme of activity is taking form as part of our vision "Working together to be one of London's most sustainable boroughs", which will enable us to deliver our net zero commitments as well as the requirements of the Environment Act. Thinking about equality in this context is crucial to ensure that solutions are effectively embedded and do not adversely impact some residents. For example, the introduction of road traffic controls could displace congestion and vehicles to surrounding main roads, where there is a larger likelihood of smaller properties. In some cases, this also correlates with higher deprivation levels. We are making it easier to make sustainable choices in areas where properties do not have off street parking by introducing kerb side electric vehicle charging points (acknowledging that this type of car is, nonetheless, not a viable option for all residents). We are also implementing a range of initiatives to support people reducing their waste outputs and maximising their recycling and reuse efforts

Our thinking will be further developed together with residents, community groups and businesses. A key part of this is our establishment of a Citizens Assembly on Climate Change and Biodiversity. A provider has been procured to set up the assembly, and engagement activity has started. This will be followed by a formal deliberative assembly that will start in the New Year. Assembly members will be a representative sample from across the borough population. We have begun scoping a research project with Middlesex University as well as working with the Design Council to apply a behavioural insight lens to how we develop our approaches to communicating messages around sustainability to different groups, recognising the barriers they may have to making sustainable choices.

Tackling the gaps in Community Safety

The Community Safety Strategy 2022-2027 has recently been launched and outlines how we will work together to tackle crime and anti-social behaviour in Barnet. The strategy was underpinned by detailed analysis and public consultation. It focuses on five community safety priorities for the borough and sets out how we will deliver on those priorities. As we develop the delivery approach, we will be embedding equality considerations.

As part of the delivery of those priorities we have committed to launching two "pathfinder projects"; Community Safety Hubs and Ward Walks. Two Community Safety Hubs were launched in the autumn, with a further four hubs planned over the coming months. The hubs will bring together different services to allow residents to report anti-social behaviour, hate crime or other issues to the council or its partners and keep the community better informed of the actions we are taking and the results that have been achieved. Residents accessing the hubs will be asked to complete a feedback form on how they found the experience, which will also seek to gather information on Equalities, Diversity and Inclusion for those accessing the hubs.

The Ward Walk pathfinder project was also launched in Autumn with a programme of two walks per ward taking place throughout the borough so that residents from all backgrounds can raise concerns about their area, directly with council officers, police partners, councillors, resident associations, and community groups.

We recognise that previously there were gaps in our data recording, so to address this we have developed a new anti-social behaviour perpetrator and victim recording process, along with new enforcement documents, which will enable us to report on who is accessing our service to further develop our strategies and approach to anti-social behaviour and crime – and ensure that residents from all backgrounds are supported.

Tackling low resident engagement and enabling co-produced service delivery changes

We have recently approved Barnet's Community Participation Strategy 2022; building on our strong consultation foundation, and our existing participation activity. It sets out the principles and approaches that the council will take in putting the community at the heart of decision-making and service delivery. It actively advances equalities and diversity by helping to ensure the council reaches and hears from a diverse cross-section of residents. For example, through going where people are, in their local communities, and reaching out to specific groups and communities for contribution, rather than expecting people to come to us. This way we will ensure that solutions are tailored to meet local needs wherever possible. This will be a key piece of focus for next year, and as we do more on community engagement, we can think more creatively around how we fight inequality.

We are trialling the approach through our 'pathfinder projects'. This includes Leaders Listens events. In these events, the leader of the council, will meet with community groups to hear their opinions and questions of the council, especially groups whose voices that may not have been heard in the past. This first set of events are aimed specifically at residents with disabilities. Following the results of the Resident Perception Survey; we know that they are more likely to be dissatisfied with our services; we want to listen to them to make sure we can improve for the future.

Our 'My Say Matters' Child Participation and Family involvement Strategy 2022-2025, is an example of the potential and importance of engagement. It has been co-created with an emphasis on building relationships with lesser heard and vulnerable groups. The group of children and young people that we developed the strategy with told us that equalities, diversity and inclusion need to be at the heart of My Say Matters and this means everyone will be supported to share their voice and express themselves fully. Especially those from racially minoritised, migrant and LGBTQ+ communities, disabled children and other marginalised groups. This is being embedded across services and include children and young people in the planning of new strategies and service developments.

Celebrating our communities

The council is committed to ensuring that voices of underrepresented groups are heard and celebrated, including through holding events of cultural significance to celebrate the diversity of the borough. For example, the council has for the first time made funding available for local community groups to celebrate Black History Month. Celebrations started with an opening ceremony hosted by the council to mark the start of Black History Month and included live musical performances. Throughout the month the council promoted several different external black history events such as: The African Cultural Association - Celebrating African Culture, Health and Wellness in the Black Community, and Barnet Mencap Black History Month Exhibition to name a few. Another example is that the council hosted its own Diwali celebration event at Hendon Town Hall in partnership with Neasden Hindu temple.

These events are only the start of our celebrations, we are developing an events programme that aims to recognise, honour and celebrate the various events that are important to our local communities. Current activity includes planning for a Barnet Winter Festival that celebrates a wide-ranging number of events from Christmas and Chanukah in December to the Lunar New Year in February. We are working with our local communities to ensure that all important events are celebrated, including through community organisations applying for small grants to host an event to celebrate a winter faith and/or cultural community event in Barnet.



Our workforce

Barnet is proud of its diverse and vibrant workforce. Over the last two years we have realigned our corporate agenda to centralise Equality, Diversity and Inclusion to ensure Barnet is an empowering workplace for all. This has resulted in the introduction of our Six Equality and Inclusion commitments, that will steward all decision making and delivery throughout the council:

1. We have an inclusive culture, based on an empathic understanding of people's life situations and lived experiences
2. Our workforce is representative of the communities we serve, at all levels
3. Our working environment is safe and supportive, free from discrimination, bullying, harassment and micro-aggressions, where all staff can bring their whole selves to work
4. All staff are given the opportunity to grow and develop
5. Barriers to equality are better understood and eliminated
6. Equalities, diversity and inclusion are promoted at all levels of the council, internally and externally

The commitments are underpinned by an 85-point road map which is tracked and monitored by the Workforce EDI Steering Group, to create organisational transparency and accountability. In the road map we have identified 10 key reporting goals for CMT with the intention to publish the progress to internal audiences every spring, creating organisational wide accountability and reaffirming our commitment to putting EDI at the centre of everything we do. The 10 key reporting goals are:

1. Increase representation of people who identify as being a part of the LGBTQ+ Community across Directorates to 6% by 2025	2. Increase representation of people who identify as Disabled to 8% across Directorates by 2025	3. Bullying, Discrimination and Harassment Cases to be tracked and anonymised by HR and broken down across Directorate and seniority level
4. We will promote and track the use of anonymised recruitment, diverse panels and internal vacancies for hiring managers	5. EDI Steering group is supported by CMT and attended by CMT representatives	6. Managers are adequately trained and supported to identify and deal with matters of discrimination, harassment, and bullying
7. SMT and CMT represent the borough and workforce they serve with a focus on Disability, Ethnicity, Gender and Sexuality by 2025	8. Staff feedback surveys translated in to focus groups with at least three key outcomes of per directorate that are reported on internally	9. HR Policies are reviewed to ensure they protect and promote Barnet's diverse and vibrant workforce and culture by 2024
	10. SMT roles are filled through anonymised recruitment and published internally first	

To support this, we have implemented new data collection points which have allowed us to create more robust reporting system that capture new and often overlooked narratives. At present our HR EDI dashboard breakdowns data in line with other London Council's and the Office of National Statistics. However, over the next year we will move away from the umbrella term "BAME" or "Black Asian and Minoritised Ethnic groups" to create more equal and insightful data that allows us to properly evaluate the experiences and intersectionality of staff. Enabling us to support staff at Barnet in a more holistic and robust way, avoiding assumptions supported by an evidence-based approach informed by qualitative and quantitative data.

At present 2.8% of our workforce identify as disabled. CMT supported by the Workforce EDI Steering Group are taking proactive action to increase representation of disabled people to closer reflect Barnet's disabled population of 14.9%. We see better representation within groups that identify as Black, Asian or Minoritised Ethnicities, of 35.3% which is in line with the London population of 35%. However, in order to achieve inclusion, we need to see representation at all levels of the organisation; at present there is greater representation of people who identify with a marginalised ethnicity at officer level. To ensure equity and access we will continue to create and tailor solutions to support the progression of staff from marginalised groups, including Mutual and Reverse Mentoring and Career coaching.

EDI Dashboard - Council Diversity 2021				
Service Area	NUMBER	COUNCIL %	Barnet population %	London population %
FEMALE	1167	59.2%	52%	52%
MALE	804	40.8%	48%	48%
BLACK, ASIAN, MINORITY ETHNIC	699	35.5%	40.3%	35%
DISABILITY	55	2.8%	14.9%	16%
LGBTQ+	70	3.6%	2.6%	2.6%

We report annually on our gender and ethnicity pay gap. At present 59.2% of our staff identify as female, slightly below the London council average of 60%. The national pay gap on average is 18% in favour of males, at Barnet we have a 12% pay gap in favour of females. However, the demographic of some service areas disproportionately impacts this, such as the Street Scene Workforce, which is made up of 424 non-managerial roles, 397 of those roles are currently filled by men.

Although there is a considerable amount of work to be done before we can achieve inclusion and equity at Barnet, we have seen a significant amount of progress in the last 12 months that has impacted all areas of the business, these changes and achievements include:

- Becoming a Level 2 Disability Confidence Employer, we are expected to achieve level 3 in Spring 2023.
- Implemented “Anonymised Recruitment” and reporting to capture its use and implementation across the organisation.
- Formalised Staff Resource Group and allocated a budget for the Groups to celebrate the beauty in differences, this has seen celebration, workshops and educational sessions on subjects spanning from Menopause to Diwali and will be a continued resources for staff.
- Completed the Stonewall Indices application providing Barnet a framework to improve its levels of inclusion alongside other trailblazing organisations in the UK.
- Launch our new Equality, Diversity and Inclusion training catalogue which is also accessible to our partners, Barnet Homes and Barnet Education and Learning Service, to ensure our frontline and senior staff are equipped to support the communities they serve.
- Implemented Disability Discrimination training as mandatory for all line managers to further destigmatise being Disabled at work and offer practical support and training to managers.
- Started our HR policy review, we are reviewing policies and guidance on: Maternity Leave, Parental Leave, Sickness and Absences, Menopause and Breast-feeding - prioritising supporting staff in an inclusive and holistic manner.

Over the next year we will build on the foundations of the EDI Action Plan with the stewardship of the Workforce EDI Steering Board and continued support and from the Council Management Team.

Barnet Equality Allies

The Barnet Equality Allies Staff Resource Groups have been fundamental at progressing the EDI Workforce & Staff Agenda at Barnet. The Barnet Equality Allies (BEA) comprises of 7 Employee Resource Groups (ERGs). Each ERG is focused on supporting, celebrating, and raising awareness about specific social justice causes as well as the lived experience of staff who identify as having one or more protected characteristic. The BEA’s goal is to be a strong voice in addressing structural and systemic discriminations and to bridge gaps enabling equality, diversity, and inclusion in our shared work environment

Over the last 12-months the Staff Resource Group lead by the BEA Leads have continued to progress the EDI agenda. By taking part in the Workforce EDI Steering Group as well as running the Staff Resources some of the fundamental achievements include:

- Hosted listening circles for staff on a variety of political, cultural and community issues including, access to abortions, menopause, Bisexual awareness and visibility, police brutality, the Iranian revolution and conflict in Ukraine, creating safe spaces where staff can discuss and share resources.
- Organised community celebrations including Barnet's largest internal celebration of Black History Month, A Pride Picnic, Eid lunch and the Diwali staff lunch.
- Launched the BEA mini library, creating access to literature by marginalised and underrepresented authors for our workforce.
- Reviewed and updated the Mandatory Disability Training to ensure it was inclusive and representative of staff at Barnet.
- Fed directly into the EDI Corporate Road Map.
- Advocated for Stonewall Indices application, which was completed and submitted with the support of the LGBTQ+ Staff Resources Group Leads.
- Initiated the policy review to support HR to create more representative and inclusive policies and processes.



Next steps

Our current EDI policy was published in June 2021. As our understanding and implementation of EDI activity continues to evolve and mature, we have seen where we have gaps in our policy and delivery landscape and the challenge now is to establish ways of utilising the information to address issues in a systemic, structural approach. Our strategic framework is in a good place to deliver on our aims, with ongoing activity to develop our activity further, as outlined by this annual report.

However, we will refresh our EDI policy to ensure alignment with the development of the vision for the borough and the priorities set out in the new Corporate Plan. In short, it is an opportunity to provide a more consistent, resident facing policy approach as well as to incorporate the evolving employee facing outcomes.

The policy will focus on the culture change that is required to tackle the gaps (what do we know/what do we do/how do we do it/ how do we know we have got there) and what we mean by 'good'. Overall, it would set out our vision for integrating improving outcomes in everything that we do. Our residents will be at the core of this, and we are currently setting out plans for how we will develop the vision together with residents, communities and partners. Wherever we find that people have experienced inequality or disproportionate impact due to their characteristics we will work to tackle this and eradicate it. To align with the new governance structure, we propose that the policy/strategy is split between external facing policy focused residents, and separate reporting on our workforce policy.

To support the development of the resident focused EDI Policy, we will also be publishing a “State of the Borough” report, this will set out at more depth some of the themes that we have set out in report, building on our initial disproportionality study it will provide further insight from the census analysis and our local data sources as well as resident engagement activity and other information sources. This will build a more comprehensive picture of inequality in the Borough and start to inform our understanding of the structural drivers of inequality.

The draft EDI Policy will be presented for approval at April’s Policy & Resources Committee. To underpin the policy and the “State of the Borough” report, we will also report on our EDI Action Plans, that will set out what we will do address these challenges. We know that there is more to do, and that a joint approach to tackling the gaps is crucial for our development of EDI. We started the work reflecting inwards at our own service delivery; on who is accessing our services and what this tells us. We will continue to do so, but key to our next step is also to amplify our voice, building a dialogue with our residents, working with our partners and influencing the regional and national agenda.

In conjunction with this, we will continue to fight inequality, including through key activity such as:

- Continuing to embed EDI considerations into key policy development, such as our Sustainability Policy and implementation of our Community Safety Strategy.
- Delivering a comprehensive review of HR policies to ensure they protect, promote and celebrate our workforce.
- Implementing robust reporting metrics to track and progress the centring of both the resident and workforce focused EDI agendas in all areas of decision making and delivery.
- Continuing to address the cost-of-living crisis, including through rolling out; warm spaces; backend software that will help identify financial vulnerability; and phase 2 of our public awareness campaign which delivers targeted communications to low-income families, adults and vulnerable residents.
- Join-up of the ‘front door’ for residents and re-designing it to ensure those with more complex or multiple needs are provided a more proactive and personalised service.
- Driving work to close the gap in health inequalities between different communities - deliver SuperZones in Grahame Park and Burnt Oak schools; agree how to scale up health inequalities programme with Barnet Borough Partnership (integrated health and care partnership between NHS, LA and VCS) by using further data analyses on specific groups such as women’s health and premature mortality in young males under 19 years of age; deliver the initiatives that address health inequalities such as those described in Barnet Food Plan and Cardiovascular Disease Prevention Programme; expand businesses engaging in Dementia Friendly Borough initiative and recruit Mental Health First Aiders Adults in the community.
- Delivering a wide-ranging equality and inclusion improvement programme across Mental Health services in partnership with NHS, in addition to NHS Talking Therapies for people with learning disabilities from BAME communities.
- Initiating a project with the Safeguarding Adults Board, the Voluntary and Community Sector to better understand and address safeguarding under reporting in some communities.
- Developing a cross council, evidence-based Disability Action Plan to bring together activity to improve services for disabled residents.
- Ensuring that Barnet’s communications to residents properly reflects the diverse communities that the council serves, through developing EDI communications guidance and embedding EDI as key consideration in all our communication activity.
- Development of a new Culture Strategy that aims to represent all voices of within the community and improve overall engagement with cultural activities within the borough, while also celebrating the cultures that currently exists within Barnet. The strategy will be co-produced with organisations and groups across the council. Linked to this, we will continue to promote and celebrate different groups via our emerging events programme.



Policy and Resources Committee

13 December 2022

Title	Capital Projects
Report of	Chair of Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
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Summary

The Council has a broad Capital Programme covering a diverse set of important initiatives, which ranges across relatively simple and low-cost initiatives to large scale, large cost and high complexity infrastructure projects and programmes.

The council is working to improve its approach to the tracking of changes to project cost and benefits profiles. This report is to provide details on some of the changes to progress and identifies opportunities to use the lessons learned and develop new approaches to keep benefits more aligned to the original business plan.

Overall, the Capital Delivery Programme is rated amber. Most live projects remain on track to deliver within the defined time, cost and quality envelopes. Material availability, inflation, contractor appetite for risk and cost of borrowing are of particular concern while challenges relating to sustainability are now being considered.

Officers Recommendations

The Committee is asked to note the content of this report updating on the current status of the Council's Capital Projects

1 PURPOSE OF REPORT

- 1.1 The Council has a broad Capital Programme covering a diverse set of important initiatives, which ranges across relatively simple and low-cost initiatives to large scale, large cost and high complexity infrastructure projects and programmes.
- 1.2 The Council's approach to delivery of Capital projects aims to be proportionate to the scale and complexity of the individual schemes.
- 1.3 Generally, smaller schemes that typically do not involve a form of construction are reviewed by officers separately directly within services. Those projects of a more significant value or higher degree of complexity follow the Councils Project and Programme Management Methodology and are grouped by portfolio. Housing, Hendon Hub, the Brent Cross Programme and Highways are the exception to this approach as they are governed and reported separately. Highways is currently investigating a way to present progress and track performance on the portfolio which will be governed by boards. Current projects are aligning with the Capital Programme's gateway model and a number of schemes are due to achieve FBC in the next 12 months as highlighted in Section 1.38.
- 1.4 This report outlines the status of project delivery across the Capital Portfolios.
- 1.5 The value of the Capital Programme proposed to Policy & Resources Committee on 13th December 2022 is £1.013b. This figure represents projected future spend over the next five years within the programme and comprises a mixture of capital budgets, some covered by this paper and some covered by the separate papers for programmes such as Hendon Hub, Housing, Highways, Hendon Hub, and the Brent Cross Programme. A large proportion relates to Housing, Highways and the Brent Cross programmes.
- 1.6 Many projects within the programme started in previous years. Therefore, the total value of individual schemes may be higher than the values contained within the approved 2022-2027 budget as this money was spent in previous years. Total spend for FY22/23 is projected to be £349m.

The table below sets out the breakdown of the published capital programme to show the proportion of the budget that relates to Capital Project Delivery. The total value for projects in this category is £156.714m.

Budget Type	Total (£)
Asset Management	3,123,597
Brent Cross	139,373,000
Capital Delivery	156,714,419
Highways	71,282,688
Housing	574,221,253
ICT	15,834,125
Other - Funds, Loans, Opportunities	39,361,935
Hendon Hub Programme	13,495,750
Grand Total	1,013,406,767

1.7 The table below sets out the breakdown of the published capital programme to show the proportion of the budget per Theme Committee.

Theme Committee	Total (£)
Adults & Safeguarding	29,102,505
Children, Education & Safeguarding	46,520,383
Environment	90,533,128
Housing and Growth Committee	425,166,349
Housing Revenue	386,381,550
Policy and Resources	33,229,283
Community Leadership & Libraries	2,473,569
Grand Total	1,013,406,767

1.8 The Council splits the delivery of the Capital Projects into 7 Portfolios each internally reviewed by a Portfolio officer or Programme Board. There are 4 large infrastructure programmes that are run separately.

1.9 The following Programmes and Portfolios are within the scope of this report

- Greenspaces and Leisure Capital
- Education and Families Capital
- Depot Programme
- Town Centres Capital
- Property and Operations Portfolio

- Development Portfolio
- Care Homes

1.10 The following Programmes and Portfolios are out of scope of this report as they are reported separately.

- Brent Cross
- Highways Programme
- Housing
- Hendon Hub



1.11 The portfolio typically consists of buildings (excluding housing) such as schools, leisure centres, community centres, parks and open spaces as well as corporate projects such as office accommodation and operations bases.




1.12 The allocated budget for capital delivery projects for this portfolio is £156.714m. There are projects within the programme that are well underway. Therefore, this figure only represents a proportion of the total value of the Capital Delivery programme. This is because some schemes are now approaching project closure with the majority of costs already incurred.

1.13 The table below provides a breakdown of the total value by portfolio and captures variance. The table covers projects that are post Full Business Case and/or have started on site works and remain live. There is a 4.39% total variance between current aggregate estimates and estimates made at Full Business Case stage, the variance for individual projects above and below can be significantly higher. These are discussed later in this report.

	Estimated Total Project Cost	Estimated Project Cost at Full Business Case Stage	% Variance (Current Estimate vs FBC Estimate)
Greenspaces & Leisure Capital Portfolio	49,943,233	44,207,523	13%
Property & Operations Capital Portfolio	6,720,642	6,720,642	0%
Education & Families Capital Programme	51,867,764	52,340,867	-1%
Care Homes	16,718,214	16,718,214	0%
Grand Total	125,249,853	119,987,246	4.39%

1.14 The table below sets out the overall status and direction of travel of the in-scope projects from a time, cost quality perspective.

Category	Direction of Travel	Comment	RAG
Time		Projects that are in contract are running to time. However, projects at tender stage are subject to potential delay due to contractor appetite for risk.	Amber
Cost		Whilst costs have been relatively well maintained within projects that have entered contracts, affordability of future	Red

		<p>schemes is expected to be impacted due to availability of resources, material cost and contractor's appetite for risk</p> <p>The cost impact of achieving sustainability priorities is anticipated to be substantial and therefore requires consideration to how this can be met within resource envelopes</p>	
Quality		There are no concerns relating to quality across the programme	Green
H&S		There are no project H&S issues to report	Green
Benefits		Projects now facing challenges as a result of rising construction costs and labour shortages. The situation is being monitored and considered as part of Business Case reviews. An increase to the cost of borrowing now means that previously assumed project benefits are now under pressure although this mainly applies to projects yet to reach FBC stage.	Red

1.15 The table below outlines the status of individual projects that are post Business Case Stage (Live)

Project	Commentary	Time	Cost	Quality	Overall RAG
Colindale Future of Work Modifications	Some outstanding works to accommodate existing services, expected to be complete by end of 2022	A	G	G	G
Colindale Parks Improvements	Colindale Park open but still in defects period and some snagging to complete. Rushgrove Park has received planning permission and way forward found with regard to statutory services that will allow majority of work to progress. Further design required and programme and costs under review Heybourne Park works will need to be phased due to interdependency with adjacent regen scheme re site levels and timings - discussions ongoing with developer. and their input is needed before design finalised and planning application submitted.	A	A	G	A
Children's Homes: Meadow Close (no. 68) & Woodhouse Road (Families)	Works progressing at both sites to improve the provision, extent of works required at Meadow Close has been more involved than originally planned. Works at Woodhouse have identified a need to expand scope to address accessibility issues	A	A	A	A

Project	Commentary	Time	Cost	Quality	Overall RAG
Libraries Capital Programme	New project now underway to undertake some improvements and repairs to building fabric across multiple sites	G	G	G	G
Care Homes Programme (Adults)	Works to improve the provision at Dellfield and Meadowside are continuing. The project timeline has been extended, in order to accommodate increased usage of the buildings over the winter period.	A	A	G	G
Milespit Cemetery	Submission of Planning application has been deferred to enable further review of proposals following pre-application feedback from local residents.	A	A	A	A
Gaelic Football Pitch	The Gaelic Football Club has relocated to King George V PF and a new pitch has been constructed. Lease arrangements were approved at HAG Committee in September 2022, and delivery of clubhouse/pavilion will be progressed once the lease with St Kiernans is in place.	G→	G→	G→	G→
Hendon Cem and Crem	Refurbishment project for gatehouse complete. Procurement for provision of new maintenance facilities is in progress, tender submissions are currently being evaluated and works are expected to start on site in early 2023	G→	G→	G→	G→
Grammar School's Project (St. Michael's)	DofE have confirmed that funding has been paused temporarily (at the school's request).	A→	A→	G→	A→
Modernisation Programme	Programme (22/23) has been successful next year programme to be prioritised and proposed in June	G→	G→	G→	G→
PRU Pavilion Study Centre (Alternative provision)	Building has now opened successfully. Project continuing to progress well	G→	G→	G→	G→
Saracen's Primary	Letter signed for the LBB Capital contribution to DfE relating to works at Saracens Primary School. Discussions continuing with DfE to justify need in the area	A	G	G	A
Sports & Physical Activity (SPA)	Main contract is complete. Feasibility activities undertaken for playing pitch enhancements at Barnet Copthall in order to discharge planning conditions. Pitch works as necessary to follow in Spring 23.	A→	G→	G→	G→
Woodside Avenue	Project completed	G	G	G	G
Blessed Dominic St James's	Project completed	G	G	G	G

1.16 The section below outlines the highlights of each in scope portfolio or programme

1.17 Depot Programme

1.18 The Depot Programme aims to reduce the property related costs associated with running the Streetscene services. The programme is reviewing the various leasehold arrangements currently in place and is investigating opportunities to make improvements to the current use of the sites.

1.19 Whilst the business case is yet to be taken through the formal approval process, a number of acquisitions have been made in part to provide accommodation for the Streetscene service while site remediation activities were in progress on the existing depot site and also in part to capitalise on strategic opportunities that were presented with Network Rail on adjacent sites.

1.20 The Council has negotiated taking the head lease for some sites adjacent to the Oakleigh Road Depot that are owned by Network Rail. At the time of taking the headlease, the sites were leased to private organisations (Brogans and Beil Brothers).

1.21 The works undertaken on the Oakleigh Road site so far are as follows:

Phase 1:

- Brogans civils and drainage works: Works are expected to finish 03 February 2023.
- Works to convert the bulking shed to a salt storage facility on the existing Oakleigh depot site completed in time for the start of the winter season (17th October). This ensures LB Barnet can operate its winter gritting service from the Oakleigh Depot site

Phase 2:

- Planning submission made on 7th November for the construction of a 3 storey modular build welfare office. Planning Committee anticipated for February 2023
 - Procurement process (via LHC Framework) also commenced 9th November and construction expected to complete summer 2023.
 - From 01 December 2022, all Street Scene services (with the exception of some salt storage) will have vacated Harrow Depot.
 - The Biel Brothers site will become available in February 2023.
 - Street Scene will continue to use NLBP into 2023 whilst works at the Oakleigh Depot site continue
- An updated outline business case for the Depot consolidation scheme will be presented to P&R Committee in Feb 23.

1.22 Education and Families Capital Programme

1.23 The Education and Families Capital Programme delivers projects relating to Children, Schools and Education. Initiatives include;

- Modernisation programme which will oversee improvements to school infrastructure;
- Additional Places programme for Primary & Secondary Schools which has been able to re-provide 60 places at a primary school level and to create an additional 60 new places at a secondary school and facilitated the building of the new 6 form entry Saracens High School

- Special Educational Need (SEN) Schemes has enabled an additional 126 SEN places created since July 2019 and 1 Pupil Referral Unit,
- The creation of new nursery places and a new children's home.
- Pan London Secure Accommodation

1.24 The table below sets out the projects that are post Full Business Case stage or that have started on site that remain live.

Row Labels	Estimated Total Project Cost	Estimated Project Cost at Full Business Case Stage	% Variance (Current Estimate vs FBC Estimate)
Capital Delivery	51,791,764	52,264,867	-1%
Education & Families Capital Programme	51,791,764	52,264,867	-1%
FEE2 - Early Education and Childcare place sufficiency Grammar Schools Project	3,995,590	3,995,590	0%
- St. Michaels (Grammar schools) (WATCHING BRIEF)	5,523,054	5,524,000	0%
Libraries Capital Programme	488,569	488,569	0%
PRU Pavilion Study Centre ('Alternative Provision')	21,202,232	21,867,996	-3%
Saracens Primary (WATCHING BRIEF)	2,202,898	2,230,243	-1%
St Agnes Primary School Classroom Extension	901,668	879,000	3%
Woodside Avenue	3,935,652	3,737,368	5%
Placement Demand Transformation	466,139	466,139	0%
Modernisation Programme FY22/23	13,075,962	13,075,962	0%
Grand Total	51,791,764	52,264,867	-1%

1.25 The Woodside Avenue Children's home project has now been completed. The project did spend more than the original business case assumption. This additional spend is due to some Covid related costs not being containable within existing contingency budgets and new risks relating to scope creep. The project experienced a number of delays at project handover but has managed to contain costs within allocated budgets. The project team have successfully mitigated additional costs including seeking remedies from the contractor.

1.26 Town Centres Capital

1.27 There are no significantly sized projects within the programme that are past Full Business Case Stage. Workstream now progressing to define whole Town Centre Capital work including opportunities for acceleration as well as establishing the plan and spend profile for the longer-term initiatives. Projects at Golders Green, Finchley Central and Burnt Oak have been approved to take forward to Full Business Case Stage. Finchley Central is furthest advanced and expected to reach full business case stage in early 2023. The project has recently incurred a delay as a result of the risk appetite from contractors. The recent procurement activity returned no bids although multiple contractors had expressed an interest. The project is now exploring the merits of procuring for the required works with limited risk transfer.

This approach would be a departure from the usual preference of procurement strategy for projects in the capital programme but may be a necessary requirement in the medium term while contractor appetite for risk is low. The approach would require careful consideration into how risks sitting with the Council could be effectively controlled.

1.28 **Greenspaces and Leisure**

1.29 The programme covers the capital projects that cover the investment in the Borough's Greenspaces and Leisure facilities. Key elements of the programme include

- The delivery of the Council's Parks and Open Spaces Strategy, which has been developed to guide future investment in parks, ensuring that they are practical and are part of the well-used fabric of the local community.
- Provision of modern facilities and enhanced outdoor space, contribution to council's strategic commitments to provide additional sports and playing pitches with increased usage by residents and users.
- The creation of two new leisure centres at Barnet Copthall and Victoria Recreation Ground in New Barnet
- The investment in the Council's Cemetery and Crematory infrastructure
- We have a number of projects between outline business case and full business case including West Hendon Playing Fields and Copthall Masterplan.
- The intention for West Hendon Playing Fields is to create an exemplary destination park that will attract visitors from further afield as well as improving facilities for local residents and enhancing its ecological value.

1.30 The programme has recently completed the delivery of new play facilities at Colindale Park and is reporting Green overall. However, there has been delays incurred at Rushgrove Park to align the project with third party timelines and Heybourne Park implementation will need to be phased to work with adjacent development, therefore, timelines for both of these projects are under review.

1.31 The New Cemetery at Milesplit is in operation. However, a permanent access road, parking and grounds maintenance facility are needed to enable effective use of the site and a planning application for these elements is pending. Local residents have raised some concerns re the site access during pre-planning engagement, therefore, the submission of the application has been deferred to consideration of alternative options and enable further review of the proposals. The number of plots available at the site when considering the impact of trees and a badger set, shows a significant potential shortfall of plots when compared to the assumptions within the original business case and options to reduce this shortfall are being considered. A further report will be presented to Environment & Climate Change Committee on completion of a revised business case. This report will also provide an indication of the timescales that the capacity will provide for.

1.32 The table below sets out the projects that are post Full Business Case stage or that have started on site that remain live. There are no new variances to report in this period.

Row Labels	Estimated Total Project Cost	Sum of Estimated Project Cost at Full Business Case Stage	Sum of % Variance (Current Estimate vs FBC Estimate)
Greenspaces & Leisure Capital Portfolio	49,943,233	44,207,523	13%
Gaelic Football Pitch	491,210	700,000	-30%
Milespit Cemetery	1,970,271	1,970,271	0%
SPA Sports & Physical Activity (includes Mill Hill rugby pitch)	41,507,250	35,953,252	15%
Victoria Park Infrastructure s106	678,519	623,000	9%
Colindale - Parks Open Spaces & Sports	3,278,811	3,339,000	-2%
Hendon Cem and Crem (Refurbish and Regenerate)	2,017,172	1,622,000	24%
Grand Total	49,943,233	44,207,523	13%

1.33 As the previous report, most projects are reporting delivery in line with the original budget and benefit assumptions expected at Full Business Case stage. The Delivery of the leisure centres has been reported separately to FPC Committee in October 2020. Both leisure Centre projects remain live while remaining project activities are resolved.

1.34 Property and Operations Portfolio

1.35 The programme is overall green with-in flight projects delivering to plan.

Row Labels	Estimated Total Project Cost	Sum of Estimated Project Cost at Full Business Case Stage	Sum of % Variance (Current Estimate vs FBC Estimate)
Property & Operations Capital Portfolio	6,720,642	6,720,642	0%
Enforcement CCTV Project	2,693,000	2,693,000	0%
Colindale Future of Work Modifications	4,027,642	4,027,642	0%
Grand Total	6,720,642	6,720,642	0%

Sustainability

1.36 Officers are currently working to consider and understand how the outcomes identified within the Council's Sustainability Strategy can be achieved. This is of particular importance within the Capital Programme as the materials, construction methods and technology used for both construction and long term use of the Council's assets provide a significant opportunity to respond to the priorities within the sustainability strategy. Officers are working to identify how best to achieve sustainability outcomes for capital projects whilst remaining within budget.

Challenges

- 1.37 The largest emerging threat to the programme relates to shortages and rising costs of materials, labour and energy. This could impact the viability of future projects. The impact is also reflected in contractors current appetite for risk, this may mean that existing procurement strategies need to be revisited to ensure competitive tenders are received. The situation is being monitored and timing of new procurements being considered to reflect the current market conditions. Cost plans for high value projects are now being revisited at a higher frequency.
- 1.38 The programme has maintained its downgraded approach to the Covid-19 risk as contractors have now established ways of working within the current environment with individual cases now less likely to have a severe impact on whole construction sites.
- 1.39 The projects that are expected to progress to Business Case during this year subject to relevant Theme Committee Approval are listed below.

West Hendon Playing Fields
 Barnet Playing Fields
 Finchley Central Town Centre
 Burnt Oak Town Centre
 Golders Green Town Centre
 Heybourne Park
 Hollickwood Primary School
 SEN School Places
 Milesplit Cemetery
 Cophall Masterplan
 Healthy Routes to Schools programme
 Muswell Hill Catchment Flood Alleviation Scheme
 Silk Stream Flood Resilience Innovation Programme- Watling Park Scheme

- 1.40 Overall the projects that have passed through full business case stage remain broadly on track to deliver live schemes within the defined time, cost quality envelopes. The Milesplit Cemetery as noted above has issues that have not yet been fully mitigated. However, it should also be noted that there are new risks (such as inflation) materialising risk within both current and prospective projects within the programme. The increased rates for borrowing now represent a significant risk to funding opportunities for pipeline projects and therefore potential benefits.

1.41 Unfunded projects for next 5 years

- 1.42 The programme has reviewed emerging needs across the borough from the Infrastructure Delivery Plan and has compared the projects currently published within the capital programme and those that have been identified to be prioritised for Community Infrastructure Levy funding within the Capital Delivery Plan. The exercise has identified projects to the value of c.£300m (note that this figure does not include funding required to address sustainability challenges) that currently have no identified means of funding, this is partially due to the increased cost of borrowing which has impacted the viability for projects originally assumed to be funded through borrowing in addition to the current outlook for available grant funding. Officers are exploring all options to enable projects to progress.

2 REASONS FOR RECOMMENDATIONS

1.43 This report provides an overview of the current position in the delivery of projects within the Council's Capital Programme.

1.44 The Committee is asked to note the contents of the report.

2 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

2.1 N/A

3 POST DECISION IMPLEMENTATION

3.1 N/A

4 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 Robust budget, performance and risk monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of corporate and committee priorities as set out in the Corporate Plan and Annual Delivery Plans.

5.1.2 Relevant council strategies and policies include the following:

- Medium Term Financial Strategy
- Corporate Plan (Barnet 2021-2025)
- Capital Strategy
- Performance and Risk Management Frameworks.

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

5.2.1 The financial implications of the capital programme are discussed in both the CFO Report and Business Planning report to this 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. As set out in the council's Contract Procedure Rules, commissioners should use the Procurement Toolkit, which includes Social Value guidance. The Contract Management Toolkit should also be used to help ensure that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through the contract management process.

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 to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.
- 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 terms of reference of the Policy and Resources Committee as being responsible for the oversight and scrutiny of:
- (1) To be responsible for developing the Corporate Plan and recommending it to Full Council for adoption.
 - (2) To be responsible for Finance including:
 - Recommending the Capital and Revenue Budget (including all fees and charges); and Medium Term Financial Strategy; to Full Council for adoption
 - Revenue and Capital Monitoring and Expenditure: Committee to receive a cross-council overview with theme committees scrutinising revenue and capital expenditure within their remits
 - Treasury Management
 - Local Taxation
 - Insurance
 - Corporate Procurement
 - Revenues and Benefits
 - Grants
 - Writing-Off Debt
 - Virements
 - Effective Use of Resources
 - Procurement Forward Plan
 - (3) To be responsible for strategic policy, risk management, oversight of the organisation, performance and operational working of the Council including the following specific functions/activities:
 - Local Plans (except for matters reserved to Full Council)
 - ICT and Digital
 - Customer Services
 - Emergency Planning
 - Equalities, Diversity and Inclusion
 - Contract Monitoring and Management: Cross-organisation overview of contracts with contracts in the terms of reference of another theme committee being scrutinised by that committee
 - Performance Monitoring and Management: Cross-organisation overview of performance

with performance in the terms of reference of another theme committee being scrutinised by that committee

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

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

5.5 Risk Management

5.5.1 Throughout the life of each project, emerging risks are recorded and managed in line with the Council's risk management methodology and project management methodology.

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 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.

5.6.2 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 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.

5.6.4 This is set out in the council's Equalities Policy, which can be found on the website at: <https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity>

5.6.5 The Council has had regard to the Equalities Act 2010 and has taken account of any relevant matters in the making of its decisions in respect of the projects within the Capital Programme

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. There are no implications for Corporate Parenting in relation to this report.

5.8 Consultation and Engagement

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

5.8.2 The nature of Capital delivery projects mean that the large majority of projects require consultation and engagement as part of the design process. Consultation and engagement forms part of the project planning process for capital delivery schemes. Projects hold gateway reviews at key points of the project's lifecycle to ensure that the planned process has been followed and to check the plan for future phases. Consultation and Engagement is a core component of the Gateway Review process.

5.9 Insight

5.9.1 The recommendation of future schemes within the Capital Programme will be informed through insight.

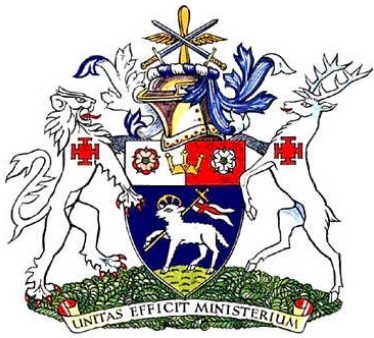
6 Environmental impact

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

7. BACKGROUND PAPERS

7.1 None

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Policy & Resources Committee ITEM 13

13 December 2022

Title	Procurement of Electric Vehicle Charge Points
Report of	Chair of the Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	None
Officer Contact Details	<p>Paul Bragg, Head of Network and Infrastructure Paul.Bragg@Barnet.gov.uk</p> <p>Robert Poole, EV Infrastructure Service Manager Robert.Poole@Barnet.gov.uk</p>

Summary

The Committee is requested to authorise officers to carry out two separate procurement exercises with the intention to secure two service providers to supply, install, operate and maintain Electric Vehicle Charging Points. One of the procurements will be related to streetlamp mounted charge points and the other will enable an alternative EV charging solution where lamp columns are not in appropriate locations.

Officers Recommendations

- 1. That Committee instruct officers to begin the work to conduct a procurement exercise in order to test the EV market and to inform a future decision to award a contract, in accordance with due governance process, to an EV charge point service provider for the rollout and maintenance of further lamp column mounted EV charge points**
- 2. That Committee also approve a further procurement exercise in order to test the EV market and to inform a future decision, in accordance with due**

governance process, of a turnkey concessions contract for a non-lamp column charge point solution

3. That authority to apply for the necessary grant funding for, and procurement of, the charge points be delegated to the Director for Street Scene in consultation with the Chair of Environment and Climate Change Committee

1. Why this report is needed

- 1.1 Since the initiation of Barnet's electric vehicle charge point programme in 2018, over 200 charge points have been installed across the borough. The programme is one of many positive steps the council has taken in decarbonising residential transport and supporting more sustainable travel modes.
- 1.2 Since 2018 the council has installed over 200 electric vehicle charge points, including:
 - 78x 3.5kWh CityEV lamp column mounted charge points
 - 128x 5kWh Ubitricity lamp column mounted charge points
 - 2x 7kWh community charging hubs, each of 6 dual charge points, located within our town centre car parks
 - 4x 7kWh freestanding charge points located within our town centre car parks
- 1.3 However, it is important that we continue to increase the rollout of charge points across the borough in order to support a more sustainable future for our residents and support them in adapting to the expanded Ultra Low Emissions Zone (ULEZ). Although currently making up just 1.8% of all new vehicle registrations in the UK, projections indicate that there will be well over 100,000 Ultra Low Emissions Vehicles (ULEVs) on London roads by 2025. It is forecasted that this demand will only continue to grow in the period leading up to 2030, when new petrol and diesel vehicles will no longer be available.
- 1.4 The main focus of Barnet's electric vehicle charge point programme has been, and will continue to be, lamp column mounted charge points due to their reliability and cost effectiveness. However, they are not suitable for all locations, including where the lamp column is located at the back of the footway. It is therefore important that we not only look at continuing to rollout lamp column charge points where possible, but also look to the market for alternative ways in which we can support residents on the journey to net zero.
- 1.5 In 2021 the council made the decision to end its existing contract with CityEV for the provision of lamp column charge points. This decision was made in part due their lack of an in-column charge point at that time, which raised potential safety concerns over the structural integrity of the respective lamp columns. An alternative provision was sought through the TfL EV framework contract, which allowed local authorities in London to carry out a mini competition in order to secure a new service provider. Through this exercise, Siemens Ubitricity was selected as the chosen provider for the rollout of a further 128 lamp column charge points. However, due to the rapidly changing nature of the EV charge point market, this existing Siemens Ubitricity contract no longer provides a viable commercial solution, and it is therefore time to retest the market through a further competitive process. This will ensure that the Council are achieving best value for money for both residents and the Council.

- 1.6 Officers are therefore seeking the committee's authority to undertake the procurement necessary to gauge the markets interest in an alternative provision, which may then replace the Siemens contract. This will allow officers to continue to grow the programme and support residents' sustainable transport choices through the provision of additional lamp column charge points. The proposed procurement would look to the market for a partner that would enable the council to scale up its plans for EV charge points, without the need for substantial grant funding or council investment. The proposed contract would provide Barnet with the potential to install between 3,500-5,000 charge points over the next 3 years, followed by an agreement on the management and maintenance of the charge points for the following 8-12 years, for a total contact length of up to 15 years. This has been identified as the most cost-effective model having conducted market research with the key specialist service providers within the EV charge point market. However, it should be noted that by undertaking the procurement exercise, Barnet would not obligate itself to enter a contract with any given provider. Following the procurement exercise, a more detailed financial business case will be produced; after which the decision to enter a contract will either be made by the Director for Street Scene, in consultation with the Chair of the Environment and Climate Change Committee, or the Environment and Climate Change Committee, in accordance with the Councils Contract Procedure rules.
- 1.7 Lamp column charge points will remain a key part of Barnet's electric vehicle charge point programme, due to the relatively small investment in time, cost and effort required. However, they are only a viable solution for approximately half the borough's roads due to the location and number of lamp columns on residential streets. Officers therefore began to explore alternative solutions for these sites in 2021, which resulted in the securing of over £3.5m of grant funding to support a major project of installing 500+ non-lamp column mounted EV charge points.
- 1.8 A procurement exercise was conducted using the Oxford City Council DPS contract, which specialises in the procurement of EV charge point service provision, and this led to the award of a contract to Trojan Energy to deliver a turnkey solution to supply, install, manage, maintain and operate 510 EV charge points for a period of 15 years. This project is currently in progress with the final installations due to be completed by the end of this financial year.
- 1.9 Following the success of this previous grant funding application and the planned completion of the project by the end of this financial year, officers are now planning the next phase of works. We are therefore seeking the authority to explore a further turnkey concessions contract to support alternative charging infrastructure in those parts of the borough for which lamp column charge points are not suitable. Officers are in the process of preparing a further grant funding bid to OZEV to secure the relevant funding; however, it is important that we look to procure a potential partner as soon as possible, as this will support our funding bid and indicate the council's ambition in this area. This time we are being more ambitious and looking to bid for sufficient funding to support a project double the size (up to 1,000 charge points) and therefore an estimated cost of up to £10m for the initial works to install the infrastructure. Under a turn-key arrangement, the contract will then include the management, maintenance and operation of the charge points for the remainder of the contract term. However, following the procurement exercise, should Barnet be unsuccessful in its funding bid or the market be unable to provide a suitable offer, the council will reserve the right to not enter any agreement
- 1.10 This funding will facilitate a major rollout of additional charge points and support the council's key objective of building a charging network which supports all residents in

making the shift to more sustainable modes of transport. We will continue to explore all avenues for funding, including government grants and private sector funding sources, to ensure the programme continues to provide value for money for residents and the council. However, whatever the funding source, there are likely to be match funding requirements, for which it should be noted that the greater the council's financial investment, the better the commercial terms. As part of the procurement exercise, we will ask the market to present a variety of options which will then be analysed to ensure the best commercial arrangement for LBB in both the short, medium and long term. As with the lamp column procurement, we will engage with the council Finance Team when analysing and assessing the options that are returned by the market, and the final decision will either be made by the Director for Street Scene, in consultation with the Chair of the Environment and Climate Change Committee, or by the Environment and Climate Change Committee, in accordance with the Councils Contract Procedure rules.

- 1.11 As the charge point market continues to grow, the funding available through these grant funding schemes is gradually being reduced, with the expectation that the shortfall will be met by either the Council or the market. Therefore, while Barnet will continue to make the most of these funding schemes and hence the reason for the planned ambitious bid, the council must also be prepared to look for alternative ways to ensure the continuing viability of the programme in future years. The council will look to define its future programme, and the proposed method for rolling out charge points, in its Electric Vehicle Infrastructure Strategy, which will be presented to the Environment and Climate Change Committee in 2023 following the results of Barnet's Climate Assembly.

2. Reasons for recommendations

- 2.1 Recommendation 1: the rollout of further lamp column charge points plays a key role in Barnet's sustainability agenda and is integral to meeting the net zero targets laid out within the Sustainability Strategy Framework. Furthermore, it will support the council in meeting the Labour manifesto commitment of increasing the number of publicly accessible charge points to 1,219 by 2030. Lamp column charge points provide an easy and cost-efficient solution to meeting the demands of residential charging.
- 2.2 Recommendation 1: while the programme so far has proved successful, if we are to meet the target of building a comprehensive charging network capable of allowing us to reach net zero by 2042, it is important that we look to expand and accelerate the programme. The programme will not only look to support residents who already own an electric vehicle, but will also look to encourage the uptake of sustainable modes of transport across the borough. It is therefore important that officers look to procure a major rollout of lamp column charge points to support residents in their journey to net zero.
- 2.3 Recommendation 2: following on from the success of the Trojan Energy programme, it is evident that we must look for ways to support residents other than lamp column charge points. It is therefore recommended that we look to capitalise on the recent successful projects and funding applications by putting in another funding bid. Furthermore, government have indicated that they will shortly begin reducing the amount of funding available, with the grants now having a 40 to 50% match funding requirement rather than the previous 25%. It is therefore advisable that we make the most of this funding while it lasts.

- 2.4 Recommendation 2: while lamp column charge points provide the cheapest and easiest form of charge point installation, they are still not suitable for all locations. It is therefore important that we look to alternative providers where necessary. This will ensure that all residents are equally able to make the switch to electric vehicles; it will also mitigate any potential impact on parking as the discrete charging solution will not require the dedication of bays as 'EV Only'.

3. Alternative options considered and not recommended

- 3.1 Recommendation 1: The council could choose to not rollout any further charge points; however, this is not recommended as it would impact the council's ability to meet its net zero targets, as well as the targets laid out within the Labour manifesto.
- 3.2 Recommendation 2: The council could choose to not seek funding for alternatives to lamp column charge points. This is not recommended as approximately half the roads in Barnet are not suitable for lamp column charge points and so it would seriously impact the council's ambition of supporting all residents in shifting to sustainable travel modes.

4. Post decision implementation

- 4.1 Officers will commence the two planned procurement exercises and, on receipt of the tenders, will conduct detailed analyses of the options and make further recommendations on the most advantageous option in each case. This will inform the next stage of identifying appropriate funding sources and the recommending of the entering into contracts with two new service providers. The tender exercises will look to explore a variety of commercial options to ensure that the council achieves best value from the rollout of further EV charge points. Work will be concluded on the preparation of grant funding bids to support the procurement of a turnkey concessions contract for the non-lamp column charge points and this bid will be submitted to OZEV.

5. Implications of decision

5.1 Corporate Priorities and Performance

- 5.1.1 The Council's Corporate Plan 2021-25 sets out four priorities for the Council, they are:
- 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.
 - Family friendly – creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best.
 - Healthy – a place with fantastic facilities for all ages, enabling people to live happy and health lives.
 - Thriving – a place fit for future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity.
- 5.1.2 Investing in the rollout of electric vehicle charge points supports a healthy and thriving borough, as well as the new administration's commitment to supporting residents in the shift to more sustainable modes of transport, as well their climate emergency declaration and net zero target.

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

- 5.2.1 Finance & Value for Money: the council has a budget for EV charging which can support the proposed procurement activities.
- 5.2.2 The proposal to maximise external funding and/or seek the successful providers to fund the ongoing costs plus installation fees to ensure no General Fund pressure is prudent and appropriate. Officers will work to achieve the most advantageous outcome for the council.
- 5.2.3 The council has income from EV charging embedded in its MTFS proposals arising from 2025/26. Progressing with the proposals in this report could increase the level of savings in future years.
- 5.2.4 Not progressing with the procurement activity will place the success of gaining external funding at risk as funding partners are seeking to work with organisations that are ready to mobilise rapidly upon receipt of agreement to fund.
- 5.2.5 Delays to the procurement activity could introduce additional costs to the programme from, for example, the macro-economic environment including general inflation (11.1% Consumer Price Index as of November 2022) and supply chain bottlenecks from scarcity of suitable materials and/or labour.
- 5.2.6 Procurement: any procurement proposals identified within this report in support of strategy delivery will be subject to procurement in accordance with the Council's Contract Procedure Rules.
- 5.2.7 Sustainability: the programme supports the ambitions of the Sustainability Strategy Framework, as well as the council's net zero targets by supporting the shift to more sustainable modes of transport.
- 5.2.8 The rollout of further lamp column charge points plays a key role in Barnet's sustainability agenda and is integral to meeting the net zero targets laid out within the Sustainability Strategy Framework. Furthermore, it will support the council in meeting the Council's commitment of increasing the number of publicly accessible charge points to 1,219 by 2030. Lamp column charge points provide an easy and cost-efficient solution to meeting the demands of residential charging.
- 5.2.9 Barnet's Long Term Transport Strategy 2020-2041 highlights the role that electric vehicles must play in the future of transport across the borough; a role that has only been heightened by the subsequent government announcements on the ban of the sale of new internal combustion engine vehicles in 2030, and the expansions of the ULEZ in 2021 and 2023.
- 5.2.10 There are no staffing, IT or property implications at this time.

5.3 Legal and Constitutional References

- 5.3.1 The Council's Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Policy and Resources Committee:
1. To be responsible for:
 - a. Strategic policy, corporate procurement, finance and corporate risk

management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy; and Corporate Plan to Full Council

5.3.2 The subject matter of this report falls within the terms of reference of this Committee

5.3.3 The Council will comply with the requirements of; the Public Contracts Regulations 2015 when procuring the specialist EV charge point service provider for the rollout and maintenance of further lamp column mounted EV charge points; and the Public Concession Contracts Regulation 2016 in relation to any in-scope concession contract for the non-lamp column charge point solution.

5.3.4 The said procurements will also be carried out in accordance with the Council's Contract Procedure Rules.

5.3.5 The Council will also comply with its statutory requirement to provide a notice to residents once the locations of the EV points have been identified and finalised.

5.4 Insight

5.4.1 Charge point locations have been determined through resident requests, as well a range of additional data sources to determine future demand.

5.4.2 The published data related to new EV registrations which relate to Barnet postcodes shows us that uptake of electric vehicles in Barnet is the second highest of all London Boroughs; this data shows a continuing upward trend month on month. This will only continue to increase as we move closer to the point when petrol and diesel vehicles are no longer available and as such demand for a suitable EV charge point infrastructure will significantly increase.

5.5 Social Value

5.5.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. This will be considered as part of the procurement process.

5.6 Risk Management

5.6.1 None

5.7 Equalities and Diversity

5.7.1 Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. 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 Cabinet 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:

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

- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

- b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

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

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

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

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

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

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

5.8 Corporate Parenting

5.8.1 No direct or indirect impacts on looked after children or care leavers identified beyond those applicable to the population as a whole

5.9 Consultation and Engagement

5.9.1 Resident requests were gathered to inform the delivery of charge points. Residents will also receive notice in advance informing them of any forthcoming works

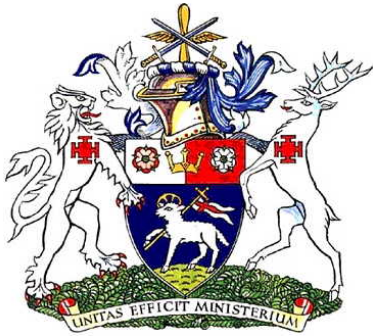
5.10 Environmental Impact

5.10.1 Implementing the recommendations in the report will lead to a positive impact on the Council's carbon and ecology impact.

6. Background papers

6.1 None applicable.

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Policy and Resources Committee AGENDA ITEM 14

13th December 2022

Title	Annual Review of the Local List of Buildings of Architectural or Historic merit, including responses to a consultation exercise with owners and other interested parties.
Report of	Chair of the Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	Non-key
Enclosures	Appendix 1 - Responses to consultation Appendix 2 – Recommended additions to the Local Heritage List
Officer Contact Details	Jonathan Hardy – Heritage Team Leader (0208 359 4655) Jonathan.Hardy@barnet.gov.uk

Summary

Local heritage listing is a means for a community and a local authority to jointly identify heritage assets that are valued as distinctive elements of the local historic environment. It provides clarity on what makes them special and identifies their location in the borough. This ensures that their contribution to the local historic, architectural, design or townscape value is recognised at a local level.

Unlike listing at a national level, local listing does not provide further legislative controls and does not affect when planning permission is required. However, when planning permission is required, the 'special interest' of a locally listed asset will be considered.

Barnet's Local Heritage List was initially created in 1986 but not comprehensively reviewed until an extensive borough-wide exercise took place using local volunteers between 2017-2020. This culminated in the addition of 367 new entries to the List which were approved by

P&R Committee on 6th January 2020. It was agreed at that meeting that an annual review should take place, whereby any new nominations could be considered.

New nominations have been received from a variety of sources as part of the annual review. Those nominations were subsequently considered by a Selection Panel and a finalised list compiled, which is now recommended for inclusion on the Local Heritage List (Appendix 2). Owners and occupiers have been consulted and those responses received are listed at Appendix 1. No heritage assets are proposed to be removed from the Local Heritage List.

Officers Recommendations

- 1. That the Committee consider responses to the consultation with owners and occupiers of nominated entries and to agree the revisions referred to in the Summary of Responses at Appendix 1.**
- 2. That the Committee agree the new nominations being included on the Local Heritage List at Appendix 2.**
- 3. That the Committee agree to undertaking reviews to the Local Heritage List every 3 years. This will include considering new nominations and deletions where the selection criteria are no longer met.**

1. Why this report is needed

- 1.1 Local heritage lists play an important role in celebrating heritage that is valued by the community at a local level. Where they are built on a strong partnership between the local authority and the community they are more likely to reflect the breadth of opinion on the historic environment. The community play an important role in supporting the overall process, especially the development of selection criteria and the nomination of heritage assets.
- 1.2 The fact that a local asset is on a local list means that its conservation as a heritage asset is an objective of the National Planning Policy Framework (NPPF), which sets out the Government's objectives and policies for the historic environment and, is therefore a material consideration when determining the outcome of a planning application. Locally listed assets are considered as non-designated heritage assets.
- 1.3 The process of preparing Barnet's local heritage list has allowed local residents and others to identify heritage they would like recognised and given consideration in the planning process but, has also been an opportunity for the Council and the local community to work in partnership. Creating a local heritage list also helps to improve access to clear, comprehensive and current information about the historic environment at the local level.
- 1.4 Statutory listing is a national designation administered by Historic England (formerly English Heritage) on behalf of the Secretary of State. A statutorily listed building requires listed building consent in order for alterations, additions or demolitions to be carried out which affect its historic and architectural significance. This provides specific protection to both the exterior and interior of the building.

- 1.5 In contrast, including an asset on the local list does not provide any additional statutory protection against loss or alteration. It does not result in any additional legal requirements for owners. As such, repairs, some external alterations and internal alterations can be undertaken without planning permission. In some cases demolition may also be undertaken without permission. The same rules apply as to when planning permission is required, whether the asset is locally listed or not.
- 1.6 Barnet's Development Management Policies indicate that there is a presumption in favour of the retention of its Locally Listed buildings, and where planning applications are received, the impact of any proposed external alterations or new development nearby will be carefully assessed to ensure the character of the building or its setting is not harmed.
- 1.7 Where proposed works require planning permission, the significance of the locally listed asset will be a 'material consideration' in determining the application. This means that greater emphasis will be placed on ensuring the proposed development conserves and/or enhances the special interest of that asset, including its setting.

2. Reasons for recommendations

- 2.1 Barnet's Local List of buildings of architectural or historic merit had not been comprehensively reviewed for many years until 2020 following the production of new selection criteria and the participation of local volunteers who assisted in identifying and surveying local heritage assets across the borough.
- 2.2 This report is the product of the annual review undertaken during 2021-22 of the Local Heritage List, where new nominations were put forward and considered by a selection panel consisting of Councillors, heritage officers, a Historic England Inspector and a representative from a local amenity society. The panel was chaired by the then Heritage and Design Champion.
- 2.3 The new nominations were considered by the panel against adopted selection criteria. Further details of the consultation and selection process are set out in paragraph 5.9 of this report.
- 2.4 The recommended additions to the List will provide up-to-date information on non-designated heritage assets across the borough and will allow an assessment of their significance to be considered when determining planning proposals.

3. Alternative options considered and not recommended

- 3.1 The alternative option of not considering new nominations for inclusion on the List would be to maintain the Local Heritage List in its current form. This would deny the opportunity for new nominations that have been recently identified to be considered against the adopted criteria. The List would then potentially exclude non-designated assets of historic or architectural interest and would not be in line with best practice and guidance on local heritage listing.

4. Post decision implementation

- 4.1 If the committee is minded to approve the new additions to the Local Heritage List, they will be published on-line, including a photograph, a description of the heritage asset and the adopted criteria they are considered to meet. This on-line archive will then form part of the council's Historic Environment Record (HER).
- 4.2 The Local Heritage List will be used by Barnet's Development Management and Strategic Planning Services when determining planning applications and other proposals affecting the borough's Locally Listed heritage assets.

5. Implications of decision

5.1 Corporate Priorities and Performance

- 5.1.1 The Core Strategy specifically refers to a commitment to review the Local List (Paragraph 10.4.6), the need for community engagement and for suggestions for additional assets that make a contribution to Barnet's historic character to come forward. The annual review of the Local List has provided the opportunity for local people and groups to make nominations.

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

- 5.2.1 The cost of the Local Heritage List annual review has been borne by Regional Enterprise (Re) as part of the core service requirements agreed with the London Borough of Barnet.
- 5.2.2 The use of IT and the internet was the primary source of contact between the Regional Enterprise and interested parties, although letters were also sent out to owners and occupiers of the nominated buildings. A consultation document containing each of the nominated assets was placed online and letters were sent to the owners/occupiers. The predominant form of response was electronic, via email. The finalised adopted list will be published on the council's website.

5.3 Legal and Constitutional References

- 5.3.1 Government guidance indicates it is important that the decisions to identify any non-designated heritage assets are based on sound evidence. Plan-making bodies should make clear and up to date information on non-designated heritage assets accessible to the public to provide greater clarity and certainty for developers and decision-makers. This includes information on the criteria used to select non-designated heritage assets and information about the location of existing assets. It can be helpful if local planning authorities keep a local list of non-designated heritage assets, incorporating any such assets which are identified by neighbourhood planning bodies. They should also ensure that up to date information about non-designated heritage assets is included in the local historic environment record. (Para. 40 of Planning Practice Guidance on the Historic Environment, produced by the Department for Levelling Up, Housing and Communities and Ministry of Housing, Communities and Local Government).
- 5.3.2 Historic England considers that 'Local lists play an essential role in building and reinforcing a sense of local character and distinctiveness in the historic environment. Local lists can be used to identify significant local heritage assets to support the development of Local

Plans. Encouraging the use of local lists will strengthen the role of local heritage assets as a material consideration in the planning process.'

5.3.3 Locally listed assets have a degree of heritage significance meriting consideration in planning decisions, but they do not meet the criteria for designated heritage assets. Control over the demolition of a Locally Listed building which lies outside of a conservation area falls outside planning powers.

5.3.4 Included in the Policy and Resources Terms of Reference as set out in Article 7 of the Council's Constitution is responsibility for (i) Strategic Policy and (ii) those matters not specifically allocated to any other Committee affecting the affairs of the Council.

5.4 Insight

5.4.1 None in the context of this report.

5.5 Social Value

5.5.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits.

5.5.2 Social benefits will be secured through the opportunities given to the local community and residents to be involved in all planning matters, including the volunteers and groups who have participated in the project.

5.5.3 Economic benefits will be delivered through the conservation of local heritage assets by helping to boost our economy and make our local environment a better place to live, work and visit.

5.5.4 Environmental benefits will be delivered through the contribution local heritage makes to local identity and the opportunity it provides in place-making and by acting as a catalyst for improving new development.

5.6 Risk Management

5.6.1 Both Government and Historic England support the identification of local heritage assets by Local Planning Authorities, including the preparation of a list of buildings of local historic merit. Without such a list there would be an increased risk in the Local Planning Authority's ability to defend development management decisions and a potentially harmful consequence on the historic environment.

5.6.2 National Policy indicates that the effect of an application on the significance of a locally listed building should be taken into account in determining the application. Consequently, in weighing applications that directly or indirectly affect non-designated heritage assets, a balanced judgement is required, having regard to the scale of any harm or loss and the significance of the heritage asset. It will be for the decision-maker to determine any application to replace a locally listed asset, by considering, amongst other things, the merits of the replacement scheme and the public benefits that might outweigh any loss or

harm.

5.7 Equalities and Diversity

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

- a) Eliminate discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.7.2 Relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The broad purpose of this duty is to integrate considerations of equality into day to day business and keep them under review in decision making, the design policies and the delivery of services.

5.7.3 The updating of the Local List will be of benefit to Barnet's diverse local community by including a wide range of asset types and will contribute to the borough's rich built heritage. The new additions will supplement the existing List and enhance Barnet's reputation as a desirable and pleasant place to work and live.

5.8 Corporate Parenting

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

5.9 Consultation and Engagement

5.9.1 Following adoption of the Local Heritage List in January 2020 by the Policy and Resources Committee, it was agreed that an annual review should take place, whereby new nominations could be considered for inclusion on the List. This exercise is the first such review.

5.9.2 All nominations received during the year to April 2021 were considered by a Selection Panel against the adopted criteria. To be considered eligible for inclusion nominations were required to have either architectural or historic interest, or both. The selection criteria included: age and rarity, aesthetic merits, landmark qualities, intactness, group value and social and communal value. A total of 56 nominations were put forward from a variety of sources, both from individuals and local groups. An assessment of those nominations by the Panel resulted in a total of 38 buildings or structures being considered to have met the selection criteria. Consultation was subsequently carried out with the owners or occupiers of each of those nominations. The responses received are contained in Appendix 1.

5.9.3 The nominations were assessed by a Selection Panel comprised of Council officers, a

Historic England Inspector, local Councillors including the then Design and Heritage Champion, and a representative from a local amenity group, to ensure the heritage assets were properly assessed and complied with the adopted selection criteria.

5.9.4 The recommended additions were subject to a six-week period of consultation, carried out between 25th May and 5th July 2021. Letters were sent out to all owner/occupiers of the nominations considered to meet the selection criteria, providing consultees with the opportunity to comment. The responses received related to 7 of the nominations and are contained in Appendix 1, with officer responses to the comments received. Revisions were also made to the List where relevant historical and other factual information was provided by consultees. The selection panel subsequently met to consider the responses received and concluded that one of the nominations should be omitted as it failed to meet the approved selection criteria i.e. the building was found to be a modern reconstruction of an earlier building. One building which had been nominated was subsequently subject to a 2021 planning application for demolition and replacement with a new building. This application was approved and the nomination omitted. The nomination for the Grand Arcade was supported, although the adjoining building Rex House was not, due to the degree of alteration, particularly the loss of all the original shopfronts. A total of 36 new nominations are therefore now put forward for formal committee approval as additions to the Local Heritage List.

5.9.4 The nominated heritage assets (Appendix 2) cover a range of buildings and structures, including housing of different types, religious and commercial buildings, pubs, street furniture, a shopfront and an air raid patrol (ARP) control post, dating from WW II. The 2021 nominations, including photographs, descriptions and selection criteria can be found in the Background Papers at 6.2.

5.9.5 The new additions to the Local Heritage List will be made publicly accessible on the council website. The List is a material consideration when determining applications for planning permission.

5.10 Environmental Impact

5.10.1 None in the context of this report.

6 Background papers

6.1 The Schedule of Buildings of Local Architectural or Historic Interest (the Local Heritage List) <https://www.barnet.gov.uk/planning-and-building/conservation-and-heritage/locally-listed-buildings>

6.2 Local Heritage List Nominations 2021 <https://www.barnet.gov.uk/planning-and-building-control/conservation-and-heritage/locally-listed-buildings#title-0>

- 6.3 Delegated Powers Report (Local List review, including new criteria) – June 2017
<https://barnet.moderngov.co.uk/ieDecisionDetails.aspx?Id=6622>
- 6.4 Historic England Good Practice Guide for Local Listing – January 2021
<https://historicengland.org.uk/images-books/publications/local-heritage-listing-advice-note-7/>
- 6.5 NPPF (National Planning Policy Framework) – July 2021
<https://www.gov.uk/government/publications/national-planning-policy-framework--2>
- 6.6 Policy and Resources Committee – Local Heritage List
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=10084&Ver=4>

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
1	24/05/2021	<p>969 Finchley Road - HT01304</p> <p>Thank you for your letter regarding the Local Heritage List Review.</p> <p>I have now seen how you have described our above house. You mention 'Original oak joinery re boundary wall and entrance gate'. I regret this is incorrect as we had to renew everything about 10 years ago when a car smashed into the front and destroyed a great deal. At the same time, the front of the house was changed to a carriage-drive.</p> <p>I am somewhat unclear for what purpose the list has been made. If eg we had to renew the roof, could a grant be obtained?</p>	<p>Officer response 03/06/2021</p> <p>We note the comments in reference to the wall and entrance gate. This will be corrected.</p> <p>The purpose of the Local Heritage List is to identify and list those buildings and structures in Barnet of local architectural or historic interest. There are many such assets which fall below the threshold to be worthy of statutory listing, but nevertheless have local interest. Most Councils have such a list, which is encouraged by government. There are, however, no additional planning permissions required as a result of being included on the List. Unfortunately, no grants are available for building or other works.</p>	<p>Text to description amended. Nomination to remain.</p>
2	Original email received 02/06/2021	<p>98 Torrington Park - HT01330</p> <p>With reference to your letter signed by Cllr Stephen Sowerby regarding a proposal to include our property on the Schedule of Buildings of Local Architectural Interest we wish to inform you that we do not consent or wish our property to be included on the Heritage List.</p> <p>Our house, in which our family has lived for many years, is one of a number of houses in the immediate area of Torrington Park built in the same historical era, and has no particular special</p>	<p>Cllr. response sent 02/06/2021</p> <p>Any person or society can nominate a building for inclusion on the local list of heritage assets and I genuinely have no idea who nominated your home.</p> <p>The letter in my name provides the building owner/s with a Council email address to direct objections or further questions. However, for these objections to be considered materially relevant they will need to articulate planning reasons as opposed to simply stating you</p>	<p>Selection Panel considered that the nomination satisfied the approved criteria.</p> <p>Nomination to remain.</p>

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
		<p>architectural value or historical significance over those other properties. We therefore request the nomination for listing to be withdrawn. We would be interested to know where this proposal originated from.</p> <p>Follow up email sent 03/06/2021</p> <p>Thank you for your email dated 2 June in reply to our emails. of 2 June to London Borough of Barnet Strategic Planning Consultation and yourself in reply to your initial letter.</p> <p>Barnet Council’s website states that Barnet’s Local Planning Authority produces the local list under advice received from Historic England, which provides, in Barnet Council’s words, “a good practice guide for local heritage listing, which explains why and how buildings are selected.”</p> <p>Within that 2021 Historic England guidance, paragraph 55 says:</p> <p>“55 - The responsibility for assessing any requests not to list could fall to the selection panel or local authority staff, but it is important that a procedure is put in place for handling requests from owners not to designate, and this procedure is adequately publicised”</p> <p>We have two questions:</p>	<p>object.</p> <p>Officer response sent 07/06/2021</p> <p>In reply to your email of the 3rd June to Cllr. Sowerby, I would respond to your questions as follows:</p> <ol style="list-style-type: none"> 1. Following completion of the consultation exercise, any responses received to the proposed nominations will be presented to the Review Board/selection panel for their consideration. 2. All the proposed nominations would need to satisfy the adopted Selection Criteria, details of which can be found on page 2 of the Local Heritage List Nominations 2021 document, which can be found here: Microsoft PowerPoint - Nomination draft presentation (barnet.gov.uk) . This document sets out for each nomination what individual interest and criteria the nomination is considered to meet for inclusion on the Local Heritage List. Any objection to a proposed listing should state clearly how or why the nomination does not meet the indicated criteria. <p>I trust this clarifies the issue.</p>	

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
		<p>1. Please can you let us know what is the procedure for handing requests not to designate? It does not appear this has been adequately publicised.</p> <p>2. In your email you state “for objections to be considered materially relevant they will need to articulate planning reasons as opposed to simply stating you object.” Please can you direct us to what specific “planning reasons” would be considered, and where that specific requirement has come from?</p> <p>In our view, for a person to propose that our property is included on the Heritage list and then for it to be included on the list without our consent seems an unfair and unreasonable process. We would wish to ensure that the proper process is followed.</p> <p>Follow up email and letter received 4/7/2021</p> <p>Further to the undated letter we received from Barnet Council in late May 2021 we write to provide planning reasons why we object to the proposal to include our property on the local heritage list.</p> <p>We also attach a report from Dr. Peter Wardle, one of the country’s local listing and heritage experts, whom we have instructed in this matter and who has provided detail on the planning reasons why this proposal should be rejected by the Council.</p>	<p>Comments made to individual items below</p>	

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
		<p>In addition to the points made by the expert in that attached report, we also set out some summary comments below in relation to each of the nomination criteria:</p> <p>1. Intactness</p> <p>As explained by the heritage expert, the building is not intact and has had various alterations and extensions over the last 100 years, including:</p> <p>(i) major alterations comprising a conservatory, conversion of second floor flat in 1949 and addition of garage;</p> <p>(ii) new front window added in 1960s to ground floor in different style and size to other windows;</p> <p>(iii) new dormer window at front of the house in different style and size to the other house windows added at time of the second floor conversion in 1949;</p> <p>(iv) plastic guttering throughout replacing the original iron guttering;</p> <p>(v) the second floor flat is entirely separate to the ground and first floor maisonette and has a different style and size front door and separate stairs;</p> <p>(vi) all original roof tiles have been replaced across</p>	<p>It is not considered that any subsequent external additions or extensions to the property have proven to be detrimental to the overall appearance of the property and the building form can still be fully understood.</p> <p>Internal works or alterations have no bearing on the decision to include the property on the Local Heritage List.</p> <p>It can be reasonably expected over time that some materials may be replaced but this has not been to the detriment of the appearance of the property.</p>	

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
		<p>the whole of the house;</p> <p>(vii) there is replacement of many original ornamental tiles to new tiles (now visibly in a different colour and material);</p> <p>(viii) the conservatory built in 2000 used different colour and style bricks to the colour of the main house.</p> <p>2. Aesthetic merits The house is not aesthetic for the reasons described by the heritage expert report. A further point we would like to add is that there is an unsightly modern block next door which is very evidently visible when looking at the back of the house from the back garden, and this greatly removes any aesthetic merits. The block of flats next door is extremely close and overpowering on 98 Torrington Park from the rear side. Any aesthetic reasons being given as a reason for listing are subjective to a nominator and they are not objective or reasonable, especially with this view from the back which the nominator will not have seen.</p> <p>3. Architectural interest The house does not have architectural interest, and as the heritage expert states no detailed reasoning has been given for this description. In addition, the house was not designed by a known architect.</p>	<p>As the report indicates “beauty is in the eye of the beholder” and the board took a view that the property was attractive and makes a positive contribution to the streetscene.</p> <p>The unsightliness of nearby development is immaterial when considering the aesthetic merits of this property.</p> <p>The property is considered to be an attractive local example of a suburban late-Victorian property built in in the Arts and Crafts style.</p>	

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
		<p>4. Other selection criteria</p> <p>As the heritage expert has also identified in his report, the house does not have any of the other criteria to make it suitable for listing, as follows:</p> <ul style="list-style-type: none"> • no age and rarity (there are a number of other houses of a similar age in the immediate area of this road not on the nomination list); • No Landmark quality; • No Group value; and • No Social and communal value (and it also does not have connection to a well-known or famous person) <p>5. Process</p> <p>The second floor flat (which has its own separate council tax and utilities) was not notified by the Council about the proposal to list the entire building, and this is another reason why the proposal should not be carried forward. Furthermore, we do not believe that sufficient and reasonable notice and time to respond was given by the Council to us in relation to this process generally (the undated letter was only received at the end of May 2021, with request for response to the Council only a few weeks later by 5 July 2021 – and this was the very first time we knew anything about this nomination proposal). We are not sure why our property was nominated, or who</p>	<p>The comments received do indicate that the property has local heritage significance, being over 120 years old.</p> <p>The consultation period was 6 weeks in duration, which is considered sufficient time for any objections or comments to be made, particularly in light of the lengthy correspondence submitted in relation to this nomination.</p> <p>The council regret the omission of a letter to the second flat but were unaware that there were two properties when the nomination was submitted. Subsequently a letter was sent to the second floor flat on the 7th/July 2021 extending the date for submission of any comments until the 11th August 2021.</p>	

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
		<p>nominated it and why.</p> <p>Therefore, in conclusion for the above-stated reasons (both for planning reasons and process) and for the planning reasons given in heritage expert report, we kindly request that this proposal is removed from the local listing proposals.</p> <p>The submitted report, dated the 4th July 2021, authored by Dr. Peter Wardle from the Historic Environment Consultancy and, due to its length, a relevant portion of it is included here, including Dr. Wardle’s conclusion:</p> <p>Aesthetic merits Aesthetic is defined by the Little Oxford Dictionary as Sensitive to beautiful or tasteful. This building is not beautiful. Equally modern conservation is not about facadism but about the whole building - the rear and sides of the building are far from aesthetic.</p> <p>The protection regime for buildings is not purely about protecting pretty buildings it is about protecting buildings which have an architectural or historic value. It is suggested that on its own the aesthetic merits are a weak reason to locally list a building.</p> <p>It does have to be said that detached houses, which are more expensive to build, are generally, “nicer” houses than mass built houses and have greater detail. The addition of dormer windows with different tiles, and the extensions, as</p>		

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
		<p>well as the detracting 1930s garage and the attic conversion greatly diminish the architectural and aesthetic merits of the building. It is noted that Beauty is in the eye of the beholder.</p> <p>Architectural Interest What is the architectural interest in the building is not stated in the Nomination document. The architect or designer is not known.</p> <p>Intactness The building is not an intact Victorian Building – it is in fact much altered by:</p> <ul style="list-style-type: none"> • Conversion of loft space to a separate flat in the 1950s with separate stairs and entrance as well as dormer windows added • Stairs to the attic added and a replacement main stair, radically altering the plan form of the building • Non Victorian windows in the entire house • Addition of two Extensions – detracting garage built in the 1930s and the conservatory • Replacement roof and hanging tiles of a different type and colour • Replacement of cast iron Rainwater goods with plastic • Lack of Victorian outbuildings such as coach house, greenhouse, coal store, outside toilet. <p>Other Criteria It is agreed that the other criteria do not apply that is:</p> <ul style="list-style-type: none"> • Age and rarity 		

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
		<ul style="list-style-type: none"> • Landmark qualities • Group value • Social and communal value including association with noteworthy owner. <p>Conclusions In my view the building does not merit inclusion on the Barnet List of Heritage Assets because the degree of alteration reduces the architectural interest and aesthetic merits to a great extent.</p> <p>Email received 05/08/2021 in regards to Second floor flat, 98 Torrington Park - HT01330</p> <p>Thank you for your letter to the second floor flat which I received on 11 July 2021.</p> <p>For all the reasons previously already given in the letter sent to you on 4 July 2021 (including in the report of the local listing heritage expert Dr Peter Wardle), the proposal to include 98 Torrington Park on the local heritage list should be rejected by the Council.</p> <p>The house is not at all intact (not least because of a major conversion of the house to separate flats in 1949, which means that the second floor flat (also known as 98A) is totally separate, with a separate front door and stairs and no access to the rest of the house, a separate lease and all separate utilities. It also has a dormer window at the front and front door in different style to the rest of the</p>	<p>Acknowledged receipt of the email on the 6th August 2021.</p>	<p>Selection Panel considered that the nomination satisfied the approved criteria.</p> <p>Nomination to remain.</p>

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
		<p>house. It is also not reasonable to say that the house is intact, as it has also had other extensions with garage and also conservatory.</p> <p>In addition, for the reasons outlined by the heritage expert Dr Peter Wardle in the letter previously sent to the Council on 4 July 2021, the house also does not have architectural interest or aesthetic merit and this is supported by photographic evidence already supplied.</p> <p>I kindly request therefore that the Council reject this proposal.</p>		
3	03/06/2021	<p>163 Victoria Road - HT01331</p> <p>Thank you for your recent letter which proposes adding my house to The Local Heritage List. I was interested to read the description of my property in the Local Heritage Nominations 2021 document which I found via your website. I concur with this description and the views it expressed about the property.</p> <p>The house was built in 1892 and is a fine example of a bourgeois Victorian Villa. It has never been significantly modernised internally and contains many original interior features. It also has connections to local trades and occupations as its longest-term resident ran a small woodwork factory which still stands at the end of Victoria Road, close</p>	<p>Response sent 04/06/2021</p> <p>Thank you for your comments.</p> <p>In response to your questions:</p> <p>There are no restrictions on changing the windows to double glazing as permitted development allows such works to dwelling houses.</p> <p>An extension may or not require planning permission, depending on its size and siting. This is no different whether the house is locally listed or not.</p> <p>Any planning application to make changes</p>	<p>Support welcomed.</p> <p>Nomination to remain.</p>

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
		<p>to Warwick Close. When built, the factory was in the grounds of the property which extended from the house as far as the end of Victoria Road, close to Warwick Close. So I could in time provide more details to add to the current description in your Local Heritage Nominations 2021 document.</p> <p>However, I have some questions about the implications of having the property listed on The Local Heritage List to which I seek a reply. Maintaining the building is clearly expensive. For example, the complex wooden windows and other external wooden features need to be repainted regularly. So would a listing on The Local Heritage List prevent an owner from changing the windows in favour of a more modern system of double glazing? Or would it prevent the granting of an extension? Such issues are important because any future buyer might acquire the building/site with a view to a radical redevelopment, such as an apartment block. Would a listing on The Local Heritage List prevent any such radical redevelopment?</p> <p>Additional email sent 09/06/2021</p> <p>Thanks very much for your prompt reply to my e-mail of 3rd June. For the avoidance of any doubt on the matter, I am pleased to confirm that I am happy for my house to be included on the Local Heritage List. It remains my aim to retain the property's original</p>	<p>involving demolition and replacement with a new building would be assessed against a variety of policies, including the effect on the heritage value of the building.</p> <p>In general terms, local listing does not mean that alterations cannot be made, simply that when planning permission is applied for the heritage value and significance of the building will be taken into consideration.</p>	

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
		<p>features as best as I can, and without modernizing the exterior if this can be avoided.</p>		
4	03/06/2021	<p>The Grand Arcade, North Finchley - HT01297</p> <p>We are managing agents for Summercourt Holdings Ltd, who have the freehold interest in 1-19 Grand Arcade, N120EH including Apex House, Industrial House, Rex House and 2-4 Nether Street. 1-6 Grand Arcade fronts onto High Road, North Finchley, 16-19 Grand Arcade fronts onto Ballards Lane, North Finchley and Rex House and 2-4 Nether Street on Nether Street.</p> <p>We have been forwarded a letter addressed to 9 Grand Arcade stating that the property is subject to inclusion in the Local Heritage List. So that we are able to take instructions from our client, could you kindly confirm what extent of our client's freehold interest is proposed to be included on the Local Heritage List</p> <p>I look forward to hearing from you further on this.</p> <p>Further email with letter received 02/07/2021</p> <p>Thank you for your email dated 7th June 2021, clarifying that the local heritage listing would only apply to the internal areas of the Arcade and not those units fronting Ballards Lane, High Road and Nether Street. Since my initial letter it has come to light that most, if not all of the units, have received</p>	<p>Officer response sent 07/06/2021</p> <p>Thank you for your letter of 3rd June.</p> <p>The extent of the Grand Arcade that has been provisionally accepted for inclusion on the Local Heritage List is the covered pedestrian shopping arcade. The jewellers at no.9 lies within the arcade.</p> <p>The local listing would exclude those units that do not have a physical presence within the covered part of the arcade, which front the High Road and Ballards Lane.</p> <p>The issues relating to the arcade's state of disrepair, lack of maintenance and incidents of anti-social behaviour are not considered to justify omitting the Grand Arcade from nomination to the Local Heritage List. However, only the covered shopping arcade including units 7-15 will feature on the List. Any future proposals for the redevelopment of this part of</p>	<p>No material justification has been provided not to include on the Local Heritage List.</p> <p>Clarification that only the covered pedestrian arcade to be included.</p> <p>Nomination to remain.</p>

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
		<p>a copy of this letter informing that the property is subject to local heritage listing, even those that sit outside of the 'covered pedestrian shopping arcade'.</p> <p>Having consulted with our client, we have serious reservations in placing the Grand Arcade into a Local Heritage listing. The Arcade is, generally, in a bad state of repair and in desperate need of renovation. The property is old and has many challenges in keeping up with maintenance.</p> <p>Furthermore, having liaised with many of the locals in the area, the general consensus is that the Arcade looks 'dingy and scary' and that they would not feel safe walking through there, even during the daytime.</p> <p>The Arcade has been subject to several instances of anti-social behaviour in the recent past. Walls have been vandalized, almost as soon as they are made good. There have been fights, which people are too frightened to break up. On 20th October 2020 one of our tenants was stabbed inside his shop, requiring hospital treatment, thankfully he has made a full recovery but next time we may not be so fortunate. There have been instances of homeless people, often with dogs, using the area to seek shelter at night and leaving an unpleasant mess behind them in the morning. A few of our tenants think they have also witnessed drug deals taking place in the Arcade. Again this is not something anyone feels comfortable in confronting but all adds to a negative impression.</p> <p>We have tried to improve the lighting and improve</p>	<p>North Finchley will require a balanced planning judgement, including consideration of the scale of any harm, the significance of the asset and the merits of the scheme including any public benefits that result.</p>	

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
		<p>the appearance, even submitting a planning permission to make improve the external appearance, which was subsequently rejected. We have tried to improve the calibre of tenants but not many tenants are keen to rent a shop in an area with such a small footfall.</p> <p>We appreciate the Arcade is a long standing, iconic part of North Finchley but considering the above, we feel that it is no longer functional in its current state and a Local Heritage listing for the Arcade would further jeopardies the future of the Arcade and be detriment to the area in the long term. Any future plans we have for the site would always look to preserve the heritage of this iconic building and we would always look favourably to work with the local authority to achieve this but by placing such a restriction on the site would be detrimental in the long term, especially in relation to the North Finchley Town Centre Framework published by Barnet Council on October 2017.</p> <p>On 7.10.22 a Statement of Significance on The Grand Arcade was submitted on behalf of Regal JP North Finchley Limited (Regal JP). This concluded that ‘the property holds some local heritage value and is likely to be sufficient to meet the low threshold to be identified as a non-designated heritage asset.’</p>	<p>Comments on the significance of the Grand Arcade and its local heritage value are noted.</p>	<p>Nomination to remain.</p>

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
5	14/06/2021	<p>Winyatts, Leecroft Road - HT01321</p> <p>We were pleased to receive notification that our house is being reviewed for inclusion in The Local Heritage List, and fully support its nomination.</p> <p>We have lived at Winyatts for 23 years and are the first new owners of the property other than the family who originally purchased the land and built the house in 1885. It was passed down the generations until the last surviving descendent passed away and we were successful in securing the house in the subsequent probate sale. it wasn't listed on the Land Registry at the time of our purchase.</p> <p>This house is of local historic interest and value for a number of reasons you may or may not be aware of.</p> <p>1. This house was built in 1885 by George Wetton Cowing, the founder of the Barnet Press for himself and his family. It was passed on to Winifred Emma Cowing who later married Edward Herbert Jukes. It was subsequently passed on to their three children, Hazel, Kathleen and Trevor, none of whom married. Trevor Jukes was the last of his family.</p> <p>2. As a result of 103 years in continuous ownership by one family this house is highly original both externally and internally, we consider ourselves</p>	<p>Comments are noted. Text has been amended to include pertinent relevant facts.</p>	<p>Support welcomed.</p> <p>Text amended.</p> <p>Nomination to remain.</p>

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
		<p>custodians and have been careful that any modernisations we have carried out have been sympathetic.</p> <p>Externally; all original external windows, including stain glass windows, front and back doors, roof and guttering. Original veranda with metal lattice and encaustic tiled floor.</p> <p>Internally; original encaustic tiled entrance vestibule, stain glass hall doors, all internal doors, architraves, skirting boards cornices and Bakelite door furniture. Original parquet flooring, floorboards, fireplaces and staircase. Original 'butter and servant' bell box and Bakelite light switches.</p> <p>Gardens are also very original; we have just continued to maintain it.</p> <p>Attached is a plan of Winyatts we acquired at the time of purchase which contains some interesting historical information.</p> <p>We also have of the original Deed of Covenant for the Leecroft Road Estate, which is still a private/unadopted road and in itself of historical interest given the road looks, we imagine, much as it did when Winyatts was built. I can mail drop you this to you if you would like to have a copy (it's a large file)</p>		

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
		<p>If I can help further, please let me know and you'd be more than welcome to arrange a visit if that is something which could help The Heritage Review further.</p>		
6	28/06/2021	<p>Rowley Lodge, Rowley Lane</p> <p>I write in connection with a letter concerning the local heritage list review. I wish to object to the inclusion of Rowley Lodge in this list using the 4 criteria which I have found on your listing as included in 2021 local heritage list</p> <p>1. Architectural Interest, Historical interest The original Rowley Lodge was purchased by Victor Green in 1998, he tried to refurbish, but the building was in such bad condition that it had to be completely demolished in 1988 and new foundations were laid resulting in a c. 25% larger footprint. This the house was completely rebuilt on new foundations and completed in late 1989. Approval was obtained from Barnet planning department. It was rebuilt in a similar style to the demolished property. Thus, there is little historical interest in a 30-year-old building.</p> <p>2. Intactness As it is a new building it will understandably be in good condition</p> <p>3. Aesthetic merits I think the rebuild is in a similar format to the demolished building</p>	<p>It is acknowledged that a planning application for demolition and re-construction was submitted in 1989 as the respondent states. Therefore, as the property is a more recent re-construction of an earlier building and not the age that the nominee originally thought, it is recommended that the property should be omitted as it does not meet the criteria for inclusion on the Local Heritage List.</p>	<p>This nomination has been found not to meet the selection criteria.</p> <p>Nomination to be omitted.</p>

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
		<p>4. Age and Rarity As noted about the building is a little of 30 years old and is clearly not an old building. It is clearly rare give the overall size and additions of recent years.</p> <p>Conclusion</p> <p>Given the fact that it is a new building it cannot be classified as heritage as it does not meet the definition of heritage which I believed relates to buildings passed down through the generations.</p>		
7	02/07/2021	<p>Carlstone Lodge, Oakleigh Park North - HT01325</p> <p>I am the owner of Carlstone Lodge. BTW, the address in your document is incorrect. It should be 50 Oakleigh Park North, N20 9AS.</p> <p>I am concerned about having my house in the Local Heritage List, due to the change it will likely be subjected to in terms of planning criteria.</p> <p>When I bought the house, it was very important that it was not a listed building so I could redevelop the house as I saw fit, and of course subject to planning.</p> <p>The next buyer of the house will feel the same.</p> <p>Therefore, I do not consent to my house being</p>	<p>Address has been amended.</p> <p>Local listing does not provide the same level of protection as statutory listing and does not remove any permitted development rights.</p> <p>It is considered that no material planning justification has been put forward in regard to the building meeting the selection criteria and therefore the property is recommended to remain as a nomination for inclusion on the Local Heritage List.</p>	<p>Text changed to the address.</p> <p>No material justification has been provided not to include on the Local Heritage List.</p> <p>Nomination to remain.</p>

Appendix 1 – Local List New Nominations 2021

No.	Date	Comment Received	Officer Response	Action
		<p>included in the Local Heritage List.</p> <p>Please confirm receipt of this email and confirmation that my house will not be included in the Local Heritage List.</p>		

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No.	Reference	Listed Entry Name	Description	Principles	Interest
1.		The Grand Arcade (units 7-15), N12 0EH	The Grand Arcade is a glass covered arcade with retail units on the ground floor, lit by clerestory windows, steel-framed first-floor windows and globe lights held on horizontal brackets. The shopfronts generally appear to be original, elegant but typically simple for their date, with recessed doors. Built in 1937, by T Spencer Rutter of Avondale NW10, it is a fine example of inter-war commercial architecture. Dave Davis of The Kinks recalls getting his guitar strings in the Arcade music shop that was there.	Aesthetic Merits, Group Value, Social and Communal Value, Age and Rarity	Architectural and Historic Interest
2.	HT01297	Boundary Marker on Barnet Hill, west side, EN5 immediately north of railway bridge, to south of Fairfield Way.	A triangular section iron post with top sloping back and rear faces blank. Marked BUDC 1897 and representing the new Barnet Urban District Council.	Age and Rarity, Intactness	Historic Interest
3.	HT01298	32-34 The Broadway (includes Broadway House), NW7 3LH (Boots on ground floor)	Prominent, landmark building of 3 storeys in dark brick with red brick quoins. Circa 1930. Canted, oriel windows with cupola set below corner gable. Tall chimney stacks on each elevation. Retains original timber sash windows on first and second floors. Makes significant contribution to The Broadway shopping parade. Modern shopfront, although pilasters and corbel brackets are retained.	Aesthetic Merits, Landmark, Social and Communal value	Architectural Interest
4.	HT01299	55 The Broadway, NW7 3DA (Former Nat West Bank)	Former Nat West Bank, c.1930. Two storeys with third storey in tiled mansard roof. Stone façade to ground floor. Upper storey in London stock brick with 4 12-paned timber sash windows with arched brick detailing above. Cornice dentils at eaves and first floor. Dormers in roof with 12-paned timber sash windows. Retains original external features and detailing.	Aesthetic Merits, Social and Communal value Intactness	Architectural Interest

5.	HT01300	38-40 Claremont Park, N3 1TH	1930's pair of semi-detached houses, in the Moderne style, white rendered with no. 38 having a hipped clay tile roof and chimney. Both have a curved central section at first floor, including curved crittal windows. Original central entrance doorways and overhanging porches.	Aesthetic Merits, Intactness	Architectural Interest
6.	HT01301	Edward VIII pillar box, Elliot Road, NW4 3LY	Interesting -- and rare -- pillar box, the Edward VIII box in Elliott Road, NW4, on the corner of Elliot Road and Hendon Way in north-west London. 271 letter boxes were made during the short reign of Edward VIII. Of these, 161 were pillar boxes.	Age and Rarity, Social and Communal value, Intactness	Historical Interest
7.	HT01302	969 Finchley Road, Golders Green, NW11 7HA	Well-detailed, late Arts and Crafts detached house c. 1930 in brick, timber and render with tile roof. Front boundary wall with entrance gate leading to a carriage-way drive. Casement windows with leaded lights. Triple hipped roofs to central dormers. Bargeboards to main gable.	Aesthetic Merits, Intactness	Architectural Interest
8.	HT01303	Belmont Court (Flats 1-32), Finchley Road, NW11 6XS	Long central three storey residential block with end pavilions broken forward above shops / restaurant beneath. c. 1925. Brown brick with red brick dressings. Double hung timber sashes subdivided by glazing bars. Central first floor window to each pavilion and centrepiece semi-circular headed with enriched architrave and intersecting tracery. Scrolled brackets to entrance door cases.	Group Value, Landmark Qualities, Aesthetic Merits	Architectural Interest
9.	HT01304	Church of St Michael's and All Angels, 9 Flower Lane, NW7 2JA	The church of St Michael's and All Angels is built out of uncoursed ashlar in a 15th Century Gothic style. The church was designed by William Douglas Carøe. The church is a fusion of neo-Gothic and the Arts and Crafts style. The clerestory is designed with two-light windows to each bay.	Aesthetic Merits, Social and Communal value, Landmark qualities	Architectural Interest
10.	HT01305	St Anthony of Padua Church, 5 Garratt Rd, HA8 9AN	A Neo-Gothic Church designed in the style of Free Perpendicular Gothic and built in red brick with stone dressings. The sanctuary was enlarged with a new south aisle and chapel and later a new hall. The Church has two modern stained-glass windows.	Aesthetic Merits, Social and Communal values,	Architectural Interest

11.	HT01306	1-67 Glenhill Close, London, N3 2JS	The residential blocks of 1936 are two storeys in height with steeply pitched roofs featuring swept eaves, clad in plain concrete tiles. Multi-coloured brickwork is laid in flemish bond and pointing on the main facades is given horizontal emphasis by the use of lime mortar on the horizontal courses only. A decorative basket-weave pattern of brickwork is also featured between ground and first floors at balcony level. The upper storey is part-brickwork, part-render. Chimneys are either rendered or in exposed brickwork, some with their original tall clay pots. Windows are steel of the Crittall variety and feature the suntrap design with curved glazing. The flats built in 1961 have been designed to match with the 1930s blocks, however, they are generally plainer in appearance.	Intactness, Aesthetic Merits, Group Value	Architectural Interest
12.	HT01307	1-16 Ravenscroft Cottages, Grasvenor Avenue, Barnet, EN5 2NJ	Nos.1-16 Ravenscroft Cottages are almshouses run by the Jesus Hospital Charity, built in 1934 to designs by Joyce E Townsend. Six short terraces of single-storey dwellings form a line, cranked at each end. Each cottage is defined by a triangular or semi-circular gable, occasional bay windows. building projections and distinctive chimney stacks. Each has its own little front and back garden, which opens onto generous shared gardens on either side. The materials are chiefly red brick and brown clay tiles and are of the Arts & Crafts style in Barnet.	Intactness, Aesthetic Merits, Group Value, Social and Communal Value	Architectural and Historical Interest
13.	HT01308	The Railway Tavern, 129 Hale Lane, NW7 3SB	The Railway Tavern was constructed in 1867 and is in the classic square structure of mid-Victorian pubs. In Mock-Tudor style with red brick at ground floor and painted pebbledash at first floor. Timber casement windows. Clay tile roof with tall central chimney. Main gable partly tile hung.	Aesthetic Merits, Social and Communal value, Age and Rarity	Architectural Interest
14.	HT01309	Three Hammers PH, Hammers Lane, NW7 4EA	Large, two-storey public house, c.1950 in red brick with half timbering and some first-floor elevations in render. Clay tiled roofs with tall, prominent chimney stacks. Retains original timber	Aesthetic Merits, Landmark Quality, Social and Communal value	Architectural Interest

			casement multi-paned windows. Prominently located on corner site on The Ridgeway at its junction with Hammers Lane.		
15.	HT01310	The Osidge Arms PH, Hampden Square, N14 5JP	Large, two-storey public house in the Arts and Crafts style, c.1930. Red brick with two forward projecting wings with gable ends of differing heights, the larger of which is half-timbered the smaller having hanging clay tiles. Clay tiled roof with dormer window and prominent chimney stacks. Timber casement windows to front elevation several with lead lights. Local landmark building on prominent corner site	Aesthetic Merits, Intactness, Social and Communal Value, Landmark	Architectural Interest
16.	HT01311	114-116 Hendon Lane, N3 3SJ	Large semi-detached, Edwardian building in multi-stock brick. Hipped clay tile roof with tall chimneys with clay pots remaining on one side of the property. Leaded light timber windows with stonework surrounds. Centralised double gables with feature light windows. Canted bay windows to first floor with front door with bracketed hood.	Aesthetic Merits, Intactness	Architectural Interest
17.	HT01312	WW2 ARP Sector Control Post, High Road, Whetstone High Road, N20 9PN, (adjacent to Brook Farm allotments).	Late 1930s or early 1940s Air Raid Patrol (ARP) sector control post. Post typically constructed in concrete and brick material to protect from flack and flying debris. The post has a narrow entrance passage with metal escape hatch built into the opposite rear wall. The entrance passage has doorway leading to the Warden's control room (two ventilation/light vents built into wall of room). The Warden's Post seems to be strategically located just outside Whetstone town centre on the A1000. It is a rare surviving example of an ARP Post in relatively good and intact condition. Most civil defence structures such as this were demolished after the War. This building probably survived due to being located on disused Council owned land adjacent to the Brook Farm Allotments.	Intactness, Age and Rarity	Historic Interest
18.	HT01313	Former Times Furnishing Warehouse, 759-761 High	A landmark building of architectural interest. It contributes dramatically to the townscape because of its location, scale, visibility and contrasting architectural style. The exterior has changed little since 1936, it is a local landmark. It is one of only a	Group Value, Intactness, Landmark Qualities, Aesthetic merits, Social and Communal value	Historic Interest

		Road, Finchley, N12 8LD	handful of impressive art deco/art moderne buildings in the area. The warehouse was first recorded in 1936.		
19.	HT01314	872 High Road, N12 9RH	Prominent two storey building c.1930, the central element of a retail terrace book-ended with Nos. 860 and 884, also locally listed, including masonry cornice with dental moulding at eaves. Full height bay windows at first floor. Flemish bond stock red brick with clay tile roof. Large hipped dormer with timber casement window on front elevation.	Intactness, Group Value, Aesthetic Merits, Social and Communal value	Architectural Interest
20.	HT01315	6 Hill Crescent, London N20 8HD	Semi-detached inter-war house of two storeys in brick and pebbledash with a tiled roof. Double storey canted bay windows to main elevation with front gable. A side wing of two-storey's is set back and contains an integral garage with traditional timber doors. Central chimney stack shared with neighbouring house and tall chimney to side flank. Diamond pattern leaded light windows in timber frames. Projecting canopy and timber surround to front entrance, with part-timber, part-glazed front door.	Aesthetic Merits, Intactness	Architectural Interest
21.	HT01316	Entrance lodge, Jewish cemetery, 1 Hoop Lane, NW11 7NJ	Entrance lodge to Jewish cemetery on north side of Hoop Lane. c. 1910. Single storey. Brick with painted banded stone and gabled central archway. The entrance gateway including the gates, piers and ironwork together with the Prayer Hall were Grade II listed in 2020. The lodge forms part of the Jewish Cemetery, which is a Grade II listed Registered Historic Park and Garden. It also lies opposite the grade II listed II* Golders Green Crematorium, with which it forms part of a wider group.	Group Value, Intactness, Aesthetic merits, Social and Communal value	Architectural Interest
22.	HT01317	Summer Hill, Leecroft Road, EN5 2TH	Large two storey red brick Arts and Crafts dwelling house. Clay tile roof with large chimney stacks. Two dormers to front of roof, one hipped, one eyebrow type. Timber casement leaded light windows. Entrance porch with brick arch surround and key stone.	Intactness, Aesthetic Merits	Architectural Interest
23.	HT01318	Rusper, Leecroft Road, EN5 2TH	Large detached two storey Edwardian house in mock Tudor style. Brick and tile hanging at ground floor, pebble dashed at first floor with large gable featuring mock Tudor timbering. Timber sash windows with multi pane lights in upper sash. Clay tile roof with several small chimneys. Bargeboards to gables.	Intactness, Aesthetic Merits,	Architectural Interest,

24.	HT01319	Winyatts, Leecroft Road, EN5 2TH	Large two storey red brick Edwardian dwelling with clay tile roof and several chimneys and dormers. Timber casement windows and two storey bay windows to the side. This house was built in 1885 by George Wetton Cowing, the founder of the Barnet Press for himself and his family.	Aesthetic Merits, Intactness	Architectural Interest
25.	HT01320	Torrington Cottage, No. 83 Lodge Lane, N12 8JG	A Victorian end of terrace house of two-storey's in a symmetrical design. Finished in painted stucco with recessed white-painted timber framed windows, a hipped slated roof and timber front door with fanlight above. On the side elevation there is a projecting lintel at ground floor. Group of centrally located chimneys at the ridge, with clay pots. Fronts Church Path, an historic pedestrian footpath.	Intactness, Group Value, Age and Rarity	Architectural Interest
26.	HT01321	Postal Sorting Office, Market Place, East Finchley, N2 8BQ	Fine Arts and Crafts postal sorting office erected in 1901. Brown glazed tile ground floor with central canted bay with integral original post box and royal coat of arms. Timber-framed and roughcast upper storey.	Intactness, Aesthetic merits, Landmark Qualities, Social and Communal value	Architectural and Historic Interest
27.	HT01322	29 Middleton Road, Golders Green, NW11 7NR	Fine Arts and Crafts detached house c. 1920 adjoining boundary of Garden Suburb CA. Roughcast and brick with hipped tile roof. 3 storeys above a sunken basement. Painted timber casements subdivided by glazing bars. Double canted bay windows to first floor beneath secondary tiled roof slope.	Intactness, Aesthetic Merits, Group Value	Architectural Interest
28.	HT01323	Carlstone Lodge, 50 Oakleigh Park North, N20 9AS	Large detached two storey house with rooms in roof. In London stock brick with slated roof and chimneys with clay pots. Now converted to flats. Canted bay window with slate roof to ground floor. Traditional sash windows with upper sash having 4 glazing lights. Single storey garage to either side, one in a traditional sympathetic style, the other in modern materials with staircase to first floor.	Aesthetic Merits, Intactness,	Architectural Interest
29.	HT01324	28 Old Rectory Gardens, HA8 7LS	1930's Semi-detached, double-fronted house, in the Art-Deco style. White rendered with hipped clay- tiled roof. Includes curved	Intactness, Aesthetic Merits	Architectural Interest

			'sun-trap' Crittal windows and central recessed entrance doorway and porch. Rare, little altered example.		
30.	HT01325	194 Station Road, HA8 7AR	Narrow two storey 1930's building with shop at ground floor with traditional shopfront above herringbone pattern brickwork and recessed doorway. Multi-stock brick with red brick detailing around central tripartite timber window. Pedimented front gable with raking dentilled cornice. Timber sash windows fronting side elevation to public footpath.	Aesthetic Merits, Social and Communal value, Intactness	Architectural Interest
31.	HT01326	222-224 Station Road HA8 7AU	3 storey gable ended centre terrace building, with modern shopfronts at ground floor with stone frieze above. First floor in red brick with stone Corinthian pilasters between each window opening. Pedimented gable with dentilled projecting cornice. Pediment features windows several with stone detailing above. Central stone "AD 1923".	Group Value, Aesthetic Merits	Architectural Interest
32.	HT01327	98 Torrington Park, N12 9PJ	Two-storey detached, late Victorian dwelling house. Red brick with hanging tiles at first floor. Clay tile roof with large chimney and dormer on front elevation. Multi-paned timber casement windows. Lean-to tiled porch supported by decorative timber posts on brick piers.	Aesthetic Merits, Intactness	Architectural Interest
33.	HT01328	163 Victoria Road, New Barnet, EN4 9PB	Detached house on corner plot, c1890. The façade is asymmetrical, with contrasting roof pitches to the two gable ends and a pitched-roof dormer on the roofslope connecting them. Overhanging eaves. Two-storey pitched-roof bay and porch with bobbin finials. In stock brick, Flemish bond, with some details in pink brick. Main roofs are slate with pierced clay ridges, subsidiary roofs in clay tile with geometric and fishscale patterns. Some tile hanging. Shaped and pierced bargeboards. Original sash windows and fixed lights in a mixture of multipane and large single pane lights.	Aesthetic Merits, Intactness, Landmark Qualities	Architectural Interest
34.	HT01329	Hassan Outfitters, 33	Last remaining historic shop frontage on the Burnt Oak shopping parades. The glass entrance display area is set into the store with display areas either side with leaded lights in an upper transom. A	Social and Communal Value,	Architectural Interest

		Watling Avenue, HA8 0LF	traditional stall riser in stone runs around the bottom of the display area. The store also retains a traditional awning, a feature which can be seen in historic photos of the parades.	Intactness, Aesthetic Merits	
35.	HT01330	2 Wellhouse Lane, EN5 3DL	2 storey white rendered Georgian cottage with slate-tiled gable roof and two small chimney stacks with clay pots. 4 windows to front elevation, 1 set of Timber sash 12 paned windows and 1 set with 2 panes in lower sash. Non- original timber front door off-centre with glazed panels and small projecting porch.	Aesthetic Merits, Age and Rarity, Intactness	Architectural and Historic Interest
36.	HT01331	36 West Heath Road, NW3 7UR	Three storey asymmetrical late-Victorian detached house, with clay tile roof and tall chimneys with pots. Grand central hooded entrance portico at ground floor with front gable to right hand side. London brick with red brick detailing around timber sash windows and banding at first and second floor. Distinctive pediment window at ground floor with a cartouche on the floor above.	Aesthetic Merits, Landmark Qualities, Intactness	Architectural Interest

London Borough of Barnet
Policy and Resources
Forward Work Programme
2023

Contact: Salar Rida – Salar.Rida@barnet.gov.uk

Title of Report	Overview of decision	Chief/Lead Officer(s)	Issue Type (Non key/Key/Urgent)
22 February 2023			
Business Planning	To approve and recommend the Budget and Medium-Term Financial Strategy to Full Council on 8 March 2023.	Director of Resources (Section 151 Officer)	Key
Chief Finance Officer Report	To review and note the council's financial performance	Executive Director of Resources (S151 Officer) Assistant Director of Finance	Non key
Depot Consolidation Programme	To provide an update on the project programme as a whole and outline funding requirements for the 23/24 financial year.	Deputy Chief Executive Head of Capital Programmes	Key
BOOST Business Plan – Skills and Employment	To approve the recommendations.	Welfare, Employment and Skills Programme Manager	Non key
Corporate Plan & Transformation Strategy	As per report recommendations.	Director of Transformation Assistant Director, Strategy Strategy Manager	TBC
Council's Priorities update	As per report recommendations.	Transformation Director	TBC
Annual Procurement Forward Plan 2023-24	To approve the Annual Procurement Forward Plan	Director Commercial and Customer Services	Key

Title of Report	Overview of decision	Chief/Lead Officer(s)	Issue Type (Non key/Key/Urgent)
Barnet Group Ltd Budget and Business Plan	To approve the budget and business plan of the Barnet Group Ltd	Barnet Group Chief Executive Officer Deputy Chief Executive	Key
20 April 2023			
Contracts Performance Report – Q3 2022-23	To note performance of the council’s strategic contracts for Q3 2022-23.	Director Commercial and Customer Services	Key`
Draft Equality, Diversity and Inclusion (EDI) Policy (TBC)	As per report recommendations	Executive Director of Children’s and Family Services Executive Director of Resources Strategy Manager	TBC
To be allocated			

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