

Meeting

Cabinet

Date and time

Tuesday 12TH DECEMBER, 2023

At 7.00 PM

Venue

Hendon TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

To: Members of Cabinet (quorum 3)

Chair: Councillor Barry Rawlings
Vice Chair: Councillor Ross Houston

Councillors

Zahra Beg	Ammar Naqvi	Pauline Coakley Webb
Paul Edwards	Anne Clarke	Alison Moore
Alan Schneiderman	Sara Conway	

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You are requested to attend the above meeting for which an agenda is attached.

Andrew Charlwood – Head of Governance

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Assurance Group

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Order of Business

Item No	Title of Report	Pages
	Agenda Part 1 (Public)	
1.	Minutes of the Previous Meeting	5 - 10
2.	Absence of Members (if any)	
3.	Declaration of Members' Interests and Dispensations (if any)	
4.	Questions from non-Executive Members (if any)	
5.	Petitions (if any)	
6.	Deputations (if any)	
7.	Public Questions and Comments (if any)	
8.	Matters referred to the Executive (if any)	
9.	Consideration of reports from the Overview and Scrutiny Committee or Scrutiny sub-committees (if any)	
10.	Report of Overview and Scrutiny Committee to Cabinet - Recommendations on Business Planning 2024-2030 and In-Year Budget Management 2023/24	To Follow
11.	Business Planning 2024-2030 and In-Year Budget Management 2023/24	11 - 100
12.	Report of Overview & Scrutiny Committee to Cabinet - Outturn, Quarter 1 and Mid-year Treasury Management Strategy and Performance Update 2023-24	To Follow
13.	Outturn, Quarter 1 and Mid-year Treasury Management Strategy and Performance Update 2023-24	101 - 118
14.	Report of Overview & Scrutiny Committee to Cabinet - Recommendations on Plot 1 Brent Cross Town Regeneration	To Follow

15.	Plot 1 Brent Cross Town Regeneration (Public)	To Follow
16.	Equalities Annual Report 2023	119 - 142
17.	Placement Sufficiency Strategy	143 - 196
18.	Borough of Sanctuary Strategy	197 - 214
19.	Annual Procurement Forward Plan (APFP) 2024-25	215 - 230
20.	Integrated Community Equipment - Direct award service provision to the London Consortium via a waiver of the contract procedure rules	231 - 242
21.	Burnt Oak Residential and Retail Freehold Sales	243 - 254
22.	Selective Licensing Phase 2 Consultation Feedback	255 - 372
23.	Appendix 1 - Additional Licensing performance against preset Objectives, and Targets	373 - 386
24.	Cabinet Forward Plan - Key Decision Schedule https://barnet.moderngov.co.uk/mgListPlans.aspx?RPId=1010&RD=0	
25.	Urgent Business (if any)	
26.	Motion to Exclude the Press and Public	
	Agenda Part 2 (Exempt)	
27.	Plot 1 Brent Cross Town Regeneration (Exempt)	To Follow

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Decisions of the Cabinet

18 October 2023

Record of decisions taken at the above meeting

AGENDA ITEM 1

Members Present:-

Councillor Barry Rawlings (Chair)	Leader of the Council and Cabinet Member – Resources and Effective Council
Councillor Ross Houston (Vice-Chair)	Deputy Leader and Cabinet Member – Homes and Regeneration
Councillor Paul Edwards	Cabinet Member – Adult Social Care
Councillor Ammar Naqvi	Cabinet Member – Culture, Leisure, Arts and Sports
Councillor Anne Clarke	Cabinet Member – Community Wealth Building
Councillor Sara Conway	Cabinet Member – Community Safety and Participation
Councillor Pauline Coakley Webb	Cabinet Member – Family Friendly Barnet
Councillor Alison Moore	Cabinet Member – Health and Wellbeing
Councillor Alan Schneiderman	Cabinet Member – Environment and Climate Change
Councillor Zahra Beg	Cabinet Member – Equalities, Voluntary and Community Sector

Also in attendance

Councillor Arjun Mittra
Councillor Peter Zinkin
Councillor David Longstaff

1. MINUTES OF THE PREVIOUS MEETING

Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources and Effective Council welcomed all attendees to the meeting.

It was RESOLVED that the minutes of the meeting held on 5 September 2023 be approved as a correct record.

2. ABSENCE OF MEMBERS (IF ANY)

None.

3. DECLARATION OF MEMBERS' INTERESTS AND DISPENSATIONS (IF ANY)

None.

4. QUESTIONS FROM NON-EXECUTIVE MEMBERS (IF ANY)

The Chair welcomed Councillor Peter Zinkin and Councillor David Longstaff to the meeting.

Questions were raised in relation to agenda item 11 which were responded to verbally at the meeting by Cabinet Members.

In accordance with Executive Procedure Rule 13.7 (Part 3B – Council Constitution) the Leader noted that a written response will be provided by Councillor Alan Schneiderman, Cabinet Member for Environment and Climate Change to the question from Councillor Arjun Mittra.

5. PETITIONS (IF ANY)

The Leader welcomed the Lead Petitioner, Shimon Ryde who presented the petition 'Remove the Golders Green Crescent Road Closure' to Cabinet.

Following discussion, Councillor Schneiderman Cabinet Member for Environment and Climate Change informed that the lead petitioner would receive an update on the estimated timeline for completion of the works.

DECISION:

RESOLVED that Cabinet:

1. Noted the petition detailed in section 1.

The report set out the options considered, if any, and the reasons for the recommendations and the decision.

6. DEPUTATIONS (IF ANY)

None.

7. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

None.

8. MATTERS REFERRED TO THE EXECUTIVE (IF ANY)

The Leader introduced the two Motions as set out below which were identified in the Council summons of 17 October 2023 as matters falling within the powers of the Executive were referred to Cabinet for consideration in accordance with the Council Constitution.

A. Motion: Recommitment to Net Zero

B. Motion: The CPZ programme review should be brought before Cabinet

RESOLVED that Cabinet noted the referred motions and acknowledged the resolutions made at Council on 17 October, that Motion A was carried and Motion B was lost.

9. CONSIDERATION OF REPORTS FROM THE OVERVIEW AND SCRUTINY COMMITTEE OR SCRUTINY SUB-COMMITTEES (IF ANY)

None.

10. REDUCING POVERTY

Councillor Anne Clarke, Cabinet Member for Community Wealth Building, introduced the report.

Following discussion, the Chair moved to vote on the recommendations.

DECISION:

RESOLVED that Cabinet:

- 1. Approved the costs of approach and actions as outlined in 5.1 and 5.2.**
- 2. Approved the Sustainable Commercial Strategy (Appendix 1) which outlines how we can utilise our procurement to support local economy.**
- 3. Approved officers taking a phased approach to developing a community wealth programme, with work undertaken by Centre for Local Economic Strategies to inform how we can develop this programme as outlined in 1.4.**
- 4. Officers will report back to Cabinet on work conducted alongside the Living Wage Foundation to become accredited, with an equalities impact assessment.**

The report set out the options considered, if any, and the reasons for the recommendations and the decision.

11. UPDATED SOCIAL VALUE POLICY

Prior to presentation of the item, the Leader noted that an addendum was published with corrected table including the full text of Section 1.6 in the cover report.

Councillor Anne Clarke, Cabinet Member for Community Wealth Building introduced the report.

Following discussion, the Chair moved to vote on the recommendations.

DECISION:

RESOLVED that Cabinet:

Approved and agreed to update the Social Value Policy (Appendix 1) and that the following measures are included in the new policy:

- 1. A minimum expectation of 5% is reinvested in social value initiatives by suppliers on contracts over £100,000.**
- 2. A minimum expectation of one employment outcome for each £1 million (per contract)**
- 3. That Liquidated Damages Clauses are introduced to contracts to compensate the council for the non-delivery of Social Value commitments.**

4. Condense Barnet Themes Outcomes Measures (TOMs) from 83 measures to circa 40 and attach monetary values for each measure.

5. The new set of TOMs (Appendix 2).

6. To allow financial or in-kind material contributions from suppliers to Voluntary, Community and Social Enterprises (VCSEs) but should not exceed 10% of the Total Proposed Commitment.

7. That a Social Value Matrix is embedded in the Invitation to Tender/Quote, replacing the social value question in the tender documents.

8. Amend the rules of the Social Value Impact Fund to allow for the reinvestment of funds from liquidated damages and financial contributions back into the community.

The report set out the options considered, if any, and the reasons for the recommendations and the decision.

12. CORPORATE PARENTING ANNUAL REPORTS

Councillor Pauline Coakley Webb, Cabinet Member for Family Friendly Barnet introduced the report.

Following discussion, the Chair moved to vote on the recommendations.

DECISION:

RESOLVED that Cabinet:

1. Noted the contents of Corporate Parenting Annual Reports.

2. Referred the reports to Council for noting, to ensure understanding of their statutory role as corporate parents and to be aware of progress and challenges for services to children in our care and care experienced young adults.

The report set out the options considered, if any, and the reasons for the recommendations and the decision.

13. INTRODUCTION OF PLAY STREETS

Councillor Alan Schneiderman, Cabinet Member for Environment and Climate Change

Following discussion, the Chair moved to vote on the recommendations.

DECISION:

RESOLVED that Cabinet:

1. Approved the approach to facilitating Play Streets using section 16A of the Road Traffic Regulation Act.

2. Delegated authority to the Director of Highways and Transportation to finalise the drafting of the process, draft and publish the Guidance and training material for the Stewards for the organisation and implementation of the Play Streets.

The report set out the options considered, if any, and the reasons for the recommendations and the decision.

14. BRENT CROSS UPDATE REPORT

Councillor Ross Houston Cabinet Member for Homes and Regeneration introduced the report.

Following discussion, the Chair moved to vote on the recommendations.

DECISION:

RESOLVED that Cabinet:

1. Noted the contents of the report and the exempt appendix and;

2. Delegated authority to the Deputy Chief Executive in consultation with the Cabinet Member for Homes and Regeneration to approve the land acquisition strategy for the remaining plots in relation to the CPOs already made and for the Deputy Chief Executive to implement it, once the strategy has been finalised, as explained in paragraphs 1.39 to 1.42 of this report and the exempt appendix.

The report set out the options considered, if any, and the reasons for the recommendations and the decision.

15. CABINET FORWARD PLAN - KEY DECISION SCHEDULE

Cabinet noted the Forward Plan – Key Decision Schedule.

16. URGENT BUSINESS (IF ANY)

None.

17. MOTION TO EXCLUDE THE PRESS AND PUBLIC

18. BRENT CROSS UPDATE REPORT (EXEMPT)

The meeting finished at 20.50

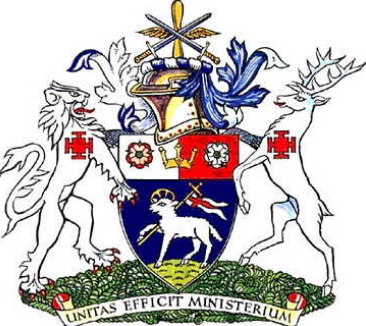
Proper Officer

This document outlines the decisions taken at the above Cabinet meeting. Unless otherwise indicated, executive decisions listed in this document will come into force and may then be implemented 5 clear working days after publication of this document unless the decision is called in.

Five Members of the Council can call in a decision of the Cabinet, which has been taken but not implemented. For matters impacting a particular ward, a ward Councillor must be included in the 5 signatures. Call-in must be by notification to the Monitoring Officer or Head of Governance in writing signed by all five Members ([Part 3C - Committee Procedure Rules of the Council's Constitution](#)).

Date of Publication:	19 th October 2023
Last Date for Call-In:	26 th October 2023, 5PM (Please note that Call-in may not apply to all decisions).
Date decision can be implemented if not called in:	27 th October 2023
Contact:	Head of Governance: Andrew.Charlwood@barnet.gov.uk

AGENDA ITEM 11
Cabinet

	
Title	Business Planning 2024-2030 and In-Year Budget Management 2023/24
Date of meeting	12 th December 2023
Report of	Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources & Effective Council
Wards	All
Status	Public
Key	Key
Urgent	No
Appendices	Appendix A: Medium Term Financial Strategy (MTFS) Appendix B: Breakdown of savings and income generation proposals Appendix C: Breakdown of service pressures Appendix D: Sustainability Budget Update Appendix E: Breakdown of bad debt write-offs Appendix F: Updated Capital Programme
Lead Officer	Anisa Darr – Executive Director of Strategy & Resources (Section 151 Officer) Anisa.Darr@barnet.gov.uk Jyotika Dabasia – Assistant Director of Finance Jyotika.Dabasia@barnet.gov.uk
Summary	
<p>Officers have refreshed the council’s MTFS ahead of the budget setting process and incorporated any changes required to reflect announcements made on the Chancellor’s Autumn Statement on 22 November. To ensure the budget is accurate and sustainable, the refreshed MTFS being presented to Cabinet takes into account funding announcements, revised assumptions around inflation, demand pressures and other on-going pressures on the council’s finances.</p> <p>This report forms a key part of the budget setting process for 2024/25 onwards. It provides the key budget headlines on both a local and national level. In addition, the report seeks to provide an update on the council’s underlying financial strategy.</p>	

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

The MTFS and the financial forecasts contained herein are based on the most up to date planning assumptions. It should be noted that the Local Government Finance Settlement is due to be received before Christmas. It is possible that the settlement could differ from the assumptions made. The implications of the differences, if any, will be brought back to Cabinet in February 2024 for consideration.

This report also presents for approval a number of routine financial management matters for 2023/24, in line with financial regulations, including updates to the programme of capital investment, budget amendments and debt management.

Recommendations

That Cabinet:

In respect of business planning for 2024-30:

1. Notes the issues facing local government finance nationally and across London as set out in 2.1-2.15;
2. Notes the key headlines from the Autumn Statement on 22 November 2023 as set out in 2.16-2.21;
3. Notes the updated MTFS attached as Appendix A and the underlying assumptions as set out in Section 3;
4. Notes the updates to the 2024/25 MTFS and estimate of 2024-30 budget gap. This will be updated to take account of information from the 2023 Provisional Local Government Finance Settlement due on 19 December 2023;
5. Notes that the MTFS assumed that the Eight Authority Business Rates Pool will continue for 2024/25 and that £2m benefit has been assumed in the MTFS (paragraph 3.3);
6. Delegates authority to the Executive Director of Resources (S151 Officer) to take all necessary actions to participate in and execute the Eight Authority Business Rates Pool agreement;
7. Notes the actions being taken to address the 23/24 forecast overspend of £26m as outlined in paragraph 3.9-3.10;
8. Notes the plans to address the remaining budget gap for 2024/25 as detailed in 3.18-3.20;
9. Agrees public consultation on the savings proposals as set out in Appendix B. These will come back to Cabinet on 6th February 2024 for referral to Full Council on 27th February 2024 for final approval of the 2024/25 budget including Council Tax;
10. Approves delegated authority to the Executive Director of Resources (S151 Officer) to amend the MTFS in line with the 2024/25 Provisional Local Government Finance Settlement due on 19 December 2023, to enable the 2024/25 Budget Consultation process to commence as discussed in paragraph 3.21;
11. Notes the council's reserves position as detailed in paragraphs 3.22-3.24;

12. Consider the recommendations that Overview & Scrutiny in November 2023 made on the proposed MTFS as detailed in the additional paper being presented to this Cabinet.
13. Notes the issues facing the Housing Revenue Account and the mitigating actions that the council and Barnet Homes are taking to ensure the viability of the HRA over through the 30-year Business Plan period – as outlined in Section 4;
14. Notes the actions the council are taking towards meeting its sustainability goals as set out in Section 5 and Appendix D; and
15. Notes the approach to Digital Transformation that the council has adopted and the update provided in Section 6.

Regarding consultation on budget and council tax proposals:

16. Agrees to consult on the use of the council’s flexibility to raise the level of General Council Tax by 2.98% in 2024/25 as discussed in paragraph 3.4;
17. 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 3.4; and
18. Approves that the council’s budget consultation will be launched in the week of 18th December 2023 for a period of 6 weeks after which the budget, with a cumulative equalities impact assessment, will be considered by Cabinet on 6th February 2024, before it is referred to Full Council on 27th February 2024.

In respect of routine financial matters for 2023/24:

19. Notes the contingency budget and allocations from it in section 7.1-7.4;
20. Notes the revenue budget virements for 2023/24 as detailed in sections 7.5-7.6;
21. Approves the debt writes-offs for Business Rates (NNDR), Council Tax, Housing Benefit Overpayments, Income (Sundry Debt) and Tenant Arrears (HRA and General Fund) as detailed in sections 7.7-7.34; and
22. Approves the changes to the existing Capital Programme in relation to additions as set out in section 8 in accordance with the virement rules.

1 Reasons for the Recommendations

- 1.1 Business planning and strategic financial management enable the council to plan its future direction on the basis of the best strategic fit between the resources available to meet stakeholder needs and expectations, the priorities of the Administration, and the environmental conditions which prevail.

- 1.2 The council is legally obliged to set a balanced 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, increasing market pressures, demographic increases and legislative changes.
- 1.3 The MTFS sets out the estimated overall financial position of the council over a period of time. This report gives an overview of the work undertaken towards a balanced budget for 2024/25 and to reduce the gap savings requirement for 2025/26 to 2029/30. This ensures that Councillors and the public are informed of this work, supporting good governance.
- 1.4 This report also sets out further options that are being explored to address the remaining budget gap for 2024/25.
- 1.5 An overview of the process and progress to date was presented to Overview and Scrutiny (O&S) Committee on 21 November 2023. Any recommendations from O&S are presented as a separate paper on this Cabinet agenda.
- 1.6 While the main subject of this report is business planning and the MTFS, it also presents some routine items for Cabinet approval in line with financial regulations.
- 1.7 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.

2 Business Planning for the years 2024-2030

The National Landscape

- 2.1 On 20 October 2023, the Local Government Association (LGA) warned that local government councils in England face a widening gap in their finances that threatens cuts to services in towns and cities as inflation worsens an existing shortfall in funding.
- 2.2 It warned that England's local councils collectively are £4billion short of what they need to maintain services at current levels over the next two years. The estimated gap has risen by a third from £3billion in July 2023 due to updated national inflation forecasts.
- 2.3 The LGA argued that council tax increases are not a viable solution to raising more money during a cost-of-living crisis and called on the Government to provide extra funding in its Autumn budget in November.
- 2.4 It further highlighted that councils have seen a 27% real terms cut in core spending power since 2010, when the Government began an austerity drive following the global financial crisis.
- 2.5 The sharp spike in inflation and energy prices, which could not have been predicted by either central or local government when the Government finalised the 2022 local government finance settlement, is an unprecedented crisis and councils now face continuing increases in the demand for services just as the price of providing them is also escalating dramatically. This risks hampering the council's efforts to help level up communities and support residents through the cost-of-living crisis.

- 2.6 The report called on the Government to ensure councils have the resources they need to meet these unpredicted costs and protect the services that are helping communities recover from the pandemic and residents cope through the cost-of-living crisis.
- 2.7 It further highlighted that only with adequate long term funding – to cover increased cost pressures and invest in local services – and the right powers, can councils deliver for our communities, tackle the climate emergency, and level up all parts of the country.

The London Picture

- 2.8 The many recent warnings of financial pressure by authorities across the sector shows local government is undergoing a period of extreme financial stress. This is particularly acute in London with the growing homelessness crisis, and significant overspending in adult social care and children’s services.
- 2.9 To highlight the serious financial challenges currently facing London local government, London Councils have, on behalf of all 32 London Boroughs and the City of London, made representations to the Government ahead of the Autumn Statement on 22 November 2023.
- 2.10 Their submission was set out in three sections:
- A. The first section set out the scale of the financial challenge facing London local government and the services facing the most acute financial pressure, namely: housing; adult social care; children’s services; and pressures driven by London’s higher level of asylum seekers and refugees;
 - B. The second section outlined the need to invest in London local government to protect the economy and deliver sustainable growth; and
 - C. The final section considered what the Government should do to reform local government funding to deliver more efficient and effective local public services in a tight fiscal environment.
- 2.11 Their submission highlighted that pressure on budgets in 2023-24 are worse than at any point since the height of austerity in 2016 with councils being much leaner and having less capacity to deal with the current period of sustained high inflation which is driving higher costs and more demand from residents struggling with the cost-of-living crisis.
- 2.12 In 2023/24, London boroughs’ overall resources remain around 18% lower than 2010-11 in real terms whilst over the same period, London’s population has grown by almost 800,000 increasing demand for services. London boroughs’ continue to see latent demand following the pandemic with persistent high inflation driving up prices for care.
- 2.13 New burdens and responsibilities that have been given to local government without requisite funding have also added to pressures including Council Tax Support schemes, underfunding for implementing the fair cost of care, and the shortfall in the costs of concessionary fares.
- 2.14 London Councils launched its key priorities for the Autumn Statement 2023, which included:
- An overall funding increase of at least 9% (in line with what was received in 2023/24).
 - Investment to reduce homelessness, including through uplifting the Local Housing Allowance and Homelessness Prevent Grant.
 - Reforms to the broken local government finance system, such as giving councils longer-term funding settlements and more devolved powers.

2.15 The full Representation made by London Councils can be found in the background papers to this report.

Autumn Statement

2.16 The Chancellor of the Exchequer delivered the 2023 Autumn Statement on 22nd November 2023 and gave the usual updates on the state of public finances and the performance of the economy. The Chancellor organised his policies into five key areas:

1. reducing debt;
2. cutting tax and rewarding hard work;
3. backing British business;
4. building domestic and sustainable energy; and
5. delivering world-class education.

Key Headlines:

2.17 Local Government Funding:

- No new funding was announced for local government for 2024-25 for adult or children's social care or any general local government funding, beyond what was announced last year.

2.18 Housing and Homelessness:

- Local Housing Allowance rates will be raised to a level covering 30% of local market rents;
- Additional funding of £120m in 2024/25 was announced for homelessness prevention. This allocation is UK-wide and no details of individual allocations were announced;
- The Local Authority Housing Fund is to be extended with a third round worth £450m to deliver new housing units and temporary accommodation for Afghan refugees;
- For the Housing Revenue Account, there is a rate extension of £5m to June 2025 of the Public Works Loan Board policy margin announced in Spring 2023;
- Plans to allow local authorities to be able to fully recover the cost of planning fees for major planning applications if decisions are made within certain timelines were announced but no specific details given; and
- Local Planning Authorities are to receive £32m to tackle planning backlogs, again no details were given.

2.19 Impact on businesses:

- The standard business rate multiplier will increase by September CPI (6.7%) and the small business rate multiplier will be frozen for a fourth consecutive year; and
 - The 75% Retail, Hospitality and Leisure relief will be extended for 2024-25;
- Local authorities will be fully compensated for the loss of income because of these two measures and will receive new burdens funding for administrative and IT costs.

2.20 Local Government Pension Schemes (LGPS):

- Reforms to the LGPS, including confirmation of guidance that will implement a 10% allocation ambition for investments in private equity, and establish a March 2025 deadline for the accelerated consolidation of LGPS assets into pools.

2.21 National Living Wage and Benefits:

- From April 2024, the National Living Wage will increase by 9.8% to £11.44 an hour and lower the age threshold from 23 to 21 years old; and.
- The triple-lock for pensions will be "honoured in full" (an increase of 8.5%) and benefits will increase in line with the September CPI (6.7%).

Current MTFS

2.22 The MTFS approved at February 2023 Full Council set out a savings requirement of £29.056m between 2023/24 and 2026/27. The budget for 2023/24 was balanced, and the remaining savings to be found for 2024/25 to 2026/27 were £9.426m of which £5.476m was in 2024/25.

MTFS Summary	2023/24	2024/25	2025/26	2026/27
Resources vs. Expenditure	£m	£m	£m	£m
Expenditure	380.885	410.214	430.184	449.592
Resources	(369.686)	(386.985)	(402.987)	(420.536)
Cumulative (Surplus)/Shortfall to Balanced Budget	11.199	23.229	27.197	29.056
In Year Budget Gap before Savings	11.199	12.030	9.444	10.048
Efficiencies and Income Generation options Proposed	(11.199)	(6.554)	(1.255)	(0.622)
(Surplus)/Shortfall to Balanced Budget	0.000	5.476	8.189	9.426
In year savings requirement	11.199	12.030	3.968	1.859

2.23 The delivery of savings is a key challenge and officers are prioritising their delivery accordingly. Savings are being actively monitored closely through the monthly financial monitoring process and progress and operational progress is being discussed and challenged in all service areas. The council's financial management arrangements will track savings against targets and trigger implementation of mitigation strategies where needed. Should any savings be unachievable and suitable mitigations not be sufficient, additional savings will be required in 2024/25 in order to ensure the budget deficit does not increase.

2.24 During the 2023/24 budget setting process, total savings of £6.554m were identified for 2024/25 leaving a gap of £5.476m in the MTFS that was presented to Council in February 2023. The February MTFS included proposed Efficiencies and Income Generation options of £8.431m from 2024-2027 as shown below:

Department	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total savings £'000
Adults and Health	(1,433)	(12)	(12)	(1,457)
Assurance	(60)	(75)	(50)	(185)
Childrens and Family Services	(961)	(400)	(200)	(1,561)
Customer & Place	(3,303)	(468)	(360)	(4,131)
Strategy & Resources	(797)	(300)	0	(1,097)
Total	(6,554)	(1,255)	(622)	(8,431)

3 Balancing the MTFS 2024-2030

Financial Strategy

3.1 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 2024, 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 Our Plan for Barnet and that we will actively disinvest where this is not the case;
- We will understand the implications of growth and ensure that both the reward and the increased costs to services are recognised, and;
- We will act lawfully and protect the integrity of regulations, ring fences and accounting rules.

Refreshed MTFS

3.2 The change in assumptions have revised the gap for 2024/25 to £46.195m with a savings requirement of £98.283m to 2030.

MTFS Summary	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Resources vs. Expenditure	£m	£m	£m	£m	£m	£m
Expenditure	431.494	463.789	493.445	523.010	552.848	582.978
Resources	(385.299)	(402.015)	(420.659)	(440.592)	(461.906)	(484.696)
Cumulative (Surplus)/Shortfall to Balanced Budget	46.195	61.774	72.786	82.418	90.942	98.283
In Year Budget Gap before Savings	46.195	27.738	31.614	38.408	39.938	39.712
Efficiencies and Income Generation options Proposed	(34.036)	(7.135)	(2.838)	(6.994)	(7.566)	(6.200)
(Surplus)/Shortfall to Balanced Budget	12.159	20.603	28.776	31.414	32.372	33.512
In year savings requirement	46.195	15.579	11.011	9.633	8.524	7.340

24/25 onwards – planning assumptions

3.3 The December 2022 Local Government Finance Settlement (LGFS) for 2023/24 outlined funding allocations for local authorities for 2023/24 only but gave confirmation of the majority of funding streams for 2024/25. The Government set out planning assumptions for 2024/25 as below:

- The Review of Relative Needs and Resources ('Fair Funding Review') and a reset of Business Rates growth will not be implemented in the next two years;
- The council tax referendum principles will continue the same as 2023/24;
- Revenue support grant will continue and be uplifted in line with baseline funding levels (based on September 2023 CPI);
- Standard business rate multiplier will be increased by Sept CPI (6.7%) and small business rate multiplier to be frozen for a 4th consecutive year;
- Business rates pooling will continue – the MTFS assumed £2m pool benefit for 2024/25; and
- The future position of New Homes Bonus will be set out ahead of the 2024/25 local government finance settlement.

3.4 Given the uncertain future funding position for Local Government, the refreshed MTFS shown in section 3.2 makes indicative estimates of what funding could look like over the MTFS period. The main assumptions are:

- The flexibility to raise council tax by up to 3.00% will remain. The MTFS assumes General council tax increases of 2.98% each year from 2024/25 onwards;
- The flexibility to raise the Adult Social Care precept by 2.00% will remain. The MTFS assumes Adult Social Care increases of 2.00% each year from 2023/24 onwards;
- New Homes Bonus (NHB) no longer exists;
- Grant funding amounts specified in the Dec 22 LGFS, are assumed to remain unchanged;
- For 25/26 onwards, the Revenue Support Grant, ASC Market Sustainability & Improvement Fund, Better Care Fund & Social Care Grant all increase by 2% p.a. All other Government grants will remain the same; and

Inflation Funding

3.5 Pay inflation of 4% has been assumed for 2024/25, reducing to 2% for 2025/26 onwards.

3.6 The MTFS assumes non-pay inflation of 4% for 2024/25, reducing to 2% for 2025/26 onwards. 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).

Pressures

3.7 Since 31 March 2022 there has been a seismic shift in the macro-economic environment with high inflation and high interest rates. This is twinned with latent demand from Covid, increases in demand for social care and reductions in income on parking. This is further exacerbated by the 2023/24 in year overspend which was forecast to be £26m at Month 6.

3.8 There are a number of national and local factors driving this position:

- Inflation: When the 2023/24 budget was set, the Bank of England, Office for National Statistics and other forecasting organisations were estimating inflation to be around 5-6% in 2023. Based on this intelligence the council budgeted for non-pay inflation to be just under 8%. The average non-pay inflation across contracts (including fuel, electricity and social care contracts factoring London Living Wage) was just under 10%;
- Interest rates: while interest rates are slowly decreasing, the Bank of England base rate rose to 5.25% in August 2023, this means externalising internal borrowing at a time of decreasing cash reserves is expensive;
- Contingency hotels: Barnet has 5 hotels in the borough being used by the Home Office to house approx. 1,600 asylum seekers. The Home Office's change in procedure for discontinuation of asylum support for those who have received a decision – from 28 / 21 days to 7 days and pursuing hotel maximisation through room sharing, means that more people on receiving their right to remain could become eligible for housing within the borough. Good quality, housing at Local Housing Allowance (LHA) rate is in low supply and therefore increases costs for the council. Also the Housing Benefit Subsidy is only claimable for temporary accommodation at 90% and landlords are charging rates over LHA rates;
- Changes to tax benefits for landlords: The Government's changes to tax benefits to landlords and increasing mortgage rates has seen a number of them exit the market further reducing the supply of housing available;
- Adult social care: assumptions were made around the increase in demand and actuals have exceeded this. Discharges from hospitals – where statistics show that Barnet is now the 2nd highest in London (887/100k, London average: 687/100k) – has driven further increases in use of homecare and reablement;

- Independent Fostering Agencies (IFA): more IFA placements are needed for sibling groups and children with more complex behaviours. Delays within the court system have meant existing placements have had to be extended, compounding the issue;
- Increase in solo provision placements: while exceptional in nature, these placements - for the safety of the child and / or others – are very high. Placements for six young person this year have resulted in an overspend of about £1.7m;
- Special Parking Account: changes in parking and travel behaviours associated with cost of living crisis and increased prevalence of working from home has resulted in reduced parking income. This year the deficit is estimated to be £3m, this is on top of funded deficits in the previous two years of similar amounts.

3.9 Officers are working on the below actions to mitigate the 2023/24 forecast overspend and 2024/25 pressures:

Areas of focus	Expected saving	
	2023/24 £m	2024/25 £m
<u>Placements reviews</u> : Review of high cost packages in both Adults and Childrens Social Care;	(1.000)	(1.500)
<u>Adults Social Care</u> : More effective care purchasing	(0.300)	
<u>Adults Social Care</u> : Enablement	(0.325)	
<u>Adults Social Care</u> : Transitions/ supported living negotiation	(0.025)	
<u>Adults Social Care</u> : Fees and Charges	(0.280)	
<u>Adults Social Care</u> : Direct Payment recouping (18-25)	(0.150)	
<u>Adults Social Care</u> : Sheltered plus	(0.050)	
<u>Adults Social Care</u> : Assistive Technology ~ contract + preventative tech	(0.250)	
<u>Your Choice Barnet (YCB)</u> : reviewing the YCB operational model to transform it to eliminate operational losses;	(0.500)	(2.000)
<u>Parking</u> : undertaking an operational cost review and considering a capital bid for Controlled Parking Zones implementation;	tbc	(1.427)
<u>SEN Transport</u> : review increased use of Personal Travel budgets for children who require SEN support;	(0.200)	(0.800)
<u>Independent Foster Agency</u> reduction in placement duration assumptions from 36 weeks to 33 weeks	(0.321)	0.000
<u>UASC under 18s</u> - additional grant income due to NTS scheme,	(0.240)	0.000
<u>Review operating / income model</u> : for Highways, Planning & Regulatory Services	(1.121)	(1.280)
<u>Assurance - vacancy management</u> . Income review in Pest control and Licencing	(0.400)	
Other mitigating actions underway include: <ul style="list-style-type: none"> • Housing Benefit overpayment recovery; • Maximise debt recovery; • Maximising the Housing Benefit subsidy claim; • Council Tax income maximisation (direct debits and collection); • Business Rates income maximisation; and • Review of capital programme: to explore the impact on financing costs of re-assessing projects in the capital programme. 	tbc	tbc
TOTAL	(5.162)	(7.007)

3.10 The following actions are also being undertaken:

- Working with the Local Government Association: including peer support in Adults Social Care;
- Representation on regional forums: these include London Councils, the Association of Directors of Childrens Services, the Association of Directors of Adult Social Services. Discussions to encourage joint working and try to influence market shaping;
- Capital programme: review of the council's capital programme to reduce the revenue impact of funding; and
- Spend Controls: introducing spend controls across the council including:

- Actively managing recruitment to vacant posts vacancies and agency costs;
- Reviewing contract spend. Particularly in relation to contract renewals; and
- Tighter controls on discretionary spend.

3.11 The MTFs demonstrates that the impact of this is felt more acutely in 2024/25 and the allows for non-inflationary pressures demand of £42.537m in 2024/25 with total service pressures of £52.094m across the MTFs. In addition to identified pressures, the MTFs allows for unforeseen pressures totalling £65.444m across the MTFs bringing the total non-inflationary pressures allowance to £117.537. Further detail of the pressures submitted by services is provided in Appendix C.

Department	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Assurance	495	0	0	0	0	0	495
Children and Family Services	7,427	639	869	0	0	0	8,935
Communities, Adults and Health	23,993	87	0	0	0	0	24,079
Customer & Place	6,244	2,503	3,192	659	412	69	13,080
Public Health	600	0	0	0	0	0	600
Strategy & Resources	3,778	420	438	240	29	0	4,905
Sub-total	42,537	3,649	4,499	899	441	69	52,094
Additional pressures	0	11,351	10,501	14,101	14,559	14,931	65,444
TOTAL	42,537	15,000	15,000	15,000	15,000	15,000	117,537

3.12 Ideally we would provide for all risks that could materialise but doing so will further increase the budget gap and so at this stage, officers are continuing to monitor the likelihood of the below risks happening and identifying mitigating actions that can be taken:

- Non-pay inflation could be more than 4%:
 - Reflecting the increase in the London Living Wage, will have an increase between 5-7%;
 - Increases in specific resources like fuel and electricity may also continue to be over and above the assumptions made; and
 - An extra 1% increase on non-pay inflation for all contracts would be £1.8m for 2024/25.
- Pay inflation could be more than 4% - the 23/24 settlement for Outer London Boroughs was a salary increase of £2,226 to the majority of staff with staff on a salary above £57,102 (bottom of Grade L) receiving an uplift of 3.88%. This equates to ~8% for 23/24 and this could be a pressure for 24/25 if the same model is applied.
- Operational pressures on waste collection based on borough growth are estimated to be £580k (over 6 years);
- There is a risk that there is additional cost regarding the storage of Passenger Transport vehicles £930k (2024/25);
- To meet commitments on tree planting, another £430k is needed over and above current grant awards. This has not been provided for, if further grants cannot be found, the risk is less trees will be planted (2024/25);
- Housing Support Fund has been announced to cease in 2023/24, Barnet's allocation was £4.9m this year with just under 70% of this going to children via schools, there is a risk that while this funding will cease, the demand doesn't; and
- One off pressures which are intended to be funded from reserves in 2024/25 and will have an adverse impact on reserves:
 - Car parking income until it recovers (£1.3m) – from the Special parking Account Reserve;
 - Your Choice Barnet operational deficit (£1.05m) – from general reserves;
 - Sexual Health Services (CNWL) increasing contract cost and Agenda for Change (£.0200m) – from the Public Health Reserve; and

- Substance misuse service increase in Tier 4 treatment that has not been accounted for (£0.150m) – from the Public Health Reserve.

Community Infrastructure Levy (CIL) Funding

3.13 The MTFs proposals assume £9.183m of eligible revenue funding will be paid for from CIL contributions thereby freeing up the equivalent amount of revenue to help balance the budget.

	2024/25 £'000
Libraries	565
Green Spaces & Leisure	2,014
Estates	1,654
Employment Skills & Economic Development	799
Fund Library books through CIL	450
NCIL to support street cleansing services	200
Telecare	1,000
Highways	2,500
TOTAL	9,183

3.14 CIL funding has been allocated only to expenditure that meets the requirement for CIL and has been allocated to ensure that there is sufficient CIL remaining over the MTFs period to meet existing commitments and Capital expenditure that is expected to be funded from CIL. There is the risk that CIL receipts for future years will fall short of those anticipated in the modelling but this will be reviewed as part of future years' MTFs.

Savings

3.15 Just under half of the savings requirement of £98.079m to 2030 (£45.816m) falls in 2024/25. This is driven primarily by the forecast 2023/24 overspend and on-going pressures as detailed in section 3.7-3.11.

3.16 Departments have considered a programme of savings to address the budget gap identified between 2024-30 and the savings proposed have been fully recognised within the MTFs. There are potential delivery risks around savings which will be managed as plans progress.

3.17 The savings identified by Department are as below with further detail provided in Appendix B:

Department	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Assurance	(577)	(50)	(50)	0	0	0	(677)
Children and Family Services	(3,666)	(453)	(835)	(725)	(725)	(725)	(7,129)
Communities, Adults and Health	(10,600)	(630)	(3,000)	(3,000)	(3,000)	(3,000)	(23,230)
Customer & Place	(7,504)	(3,652)	(3,333)	(1,249)	(1,821)	(460)	(18,020)
Public Health	(54)	(20)	(20)	(20)	(20)	(15)	(149)
Strategy & Resources	(735)	(330)	0	0	0	0	(1,065)
Cross-Council	(10,900)	(2,000)	4,400	(2,000)	(2,000)	(2,000)	(14,500)
Sub-total	(34,036)	(7,135)	(2,838)	(6,994)	(7,566)	(6,200)	(64,771)

The Remaining Gap

3.18 The refreshed MTFs shows that despite savings of £34.036m having been identified for 2024/25, there still remain a gap of £11.780m to be found.

3.19 Officers are exploring further options to balance the 2024/25 budget including:

- Continuing Care Income: Maximising income from Health for contributions to Continuing Care and maximising the recovery of existing debt;
- Employer Pension Contribution: The Pension Fund is currently 130% funded and therefore in surplus and the MTFs currently includes £6.4m saving due to a temporary easement in employer contribution. Options for increasing this easement are being explored and the mechanism of this are being advised by the actuary, legal advisors and internal policies;
- Further reduction in adults pressures as a result of in year actions (£2.0m);
- Further reduction in children's pressures as a result of in year actions (£1.0m);
- Further reduction in customer/place pressures (0.5m);
- Increase digital transformation savings/income (£1.0m);
- Increase income from NHS on CHC/CC (£1.5m);
- Recharges to DSG/HRA and ringfenced grants (£1.0m);
- Further reduction of posts across the organisation (redundancy/exit) (£1.0m);
- Review of non-statutory functions (£2.0m);
- Other misc. savings/staff ideas (£0.25m); and
- Introduce a vacancy factor (strictly managed and adhered to) (£1.909m).

3.20 The final revisions for the 2024/25 MTFs and estimate of 2024/25 to 2029/30 budget gap will be presented to Cabinet in February 2024. This will be updated to take account of the 2024/25 Provisional Local Government Finance Settlement which is expected in December 2023.

3.21 Subject to agreement from Cabinet, the council will launch a 6 week budget consultation in the week beginning 18th December 2023.

Reserves

3.22 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 'ringfenced' reserves, where the spending objective is known with some clarity, and 'committed' 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). Ringfenced reserves are usually held by specific services, while committed reserves are held corporately.

3.23 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.

3.24 At the end of 2022/23, the council's earmarked reserves were £126.7m. Of this:

- £17m are forecast to be drawn down in 2023/24. This is before draw down to cover any 2023/24 overspend); at Month 6, there is a forecast overspend of £26m. Any overspend at the end of the year that has not been reduced by mitigating actions will need to be drawn down from reserves.
- £24m are CIL reserves to finance new infrastructure;

- £33m relate to grants that have to be used for the purpose stated otherwise could be clawed back; and
- £52m while earmarked, could all be re-purposed.

4 Housing Revenue Account (HRA)

- 4.1 The current inflation and interest rate environment putting chronic pressure on HRA's across London and the diminishing ability for HRA's to self-fund (through rental income) sustainably into the future. The current outlook would indicate this may be the situation with the HRA and thus it will likely require General Fund support in 2/3 years.
- 4.2 Significant on-going financial and operational challenges include:
- Increased cost of repairs/ major repairs due to the inflationary cost of labour/ materials significantly above CPI
 - The current high interest rate environment affecting affordability of capital investment and development programmes, as well as meeting our statutory duties – e.g. Damp and Mould, Fire Safety, building safety regulations on Regeneration sites.
 - Increasing cost of utilities rising above prior assumptions, meaning higher subsidy by the council for some households
 - Increasing damp and mould costs, beyond the significant originally estimated investment the council has previously committed.
 - Potential cap on Rents. For 2023/24, Central Government applied a 7% cap on rent, which was significantly lower than the increased cost of repairs. Central Government has not yet notified local authorities of a cap for 2024/25.
- 4.3 The council and the Barnet Homes are working through mitigations to ensure the viability of the HRA through the 30-year Business Plan period:
- Looking at internal operations, a review of the management fee process
 - Networking with neighbouring boroughs and London Councils to identify best practice and opportunities across the sector.
- 4.4 The revised HRA Business Plan for 2024/25 will be presented to Cabinet on 6th February 2024 with the wider council MTFs, ahead of Full Council for final approval on 27th February 2024.

5 Progress towards Sustainability

- 5.1 The council has an ambition to become one of London's most sustainable boroughs, including to become Net Zero as a council by 2030 and as a place by no later than 2042. This is currently being delivered through the council's sustainability programme.
- 5.2 A key part of this ambition is the integration of a "Sustainability budget" within the council's annual budget process. The Sustainability budget highlights the measures that are being funded in the budget to deliver the council's net zero target. In doing so, the Sustainability budget clearly visualises how the council is prioritising efforts to achieve its sustainability aims, and any challenges faced in doing so.
- 5.3 Appendix D gives an update on progress so far, future plans, funding and next steps.

6 Digital Transformation

- 6.1 After years of austerity, the council is now faced with abnormally high levels of inflation and relentless pressures on demand across all core services. The need to address these challenges is firmly embedded within the central plank of the transformation programme, “doing things differently.” In respect of our approach to digital transformation, it is recognised that while traditional approaches to modernise and drive efficiencies are effective, they are also too time and resource consuming, so a more modern fast-tracked approach to identifying value was commissioned.
- 6.2 The approach adopted has been to utilise a "Digital Blueprint' that has pre-identified a suite of opportunities to drive value (business outcomes, customer experience and efficiencies/revenue). These opportunities covered most of the high spend budget areas in the council.
- 6.3 Each opportunity in the Digital Blueprint covers a specific service area and includes an outline approach to service modernisation (leveraging digital technologies), with a very high-level business case that has been compiled using data from various sources including the councils statutory returns, as well as indicative timelines to make the change and a view on the complexity for the service to adopt.
- 6.4 During a one-day workshop, the management team reviewed all of the opportunities in the Digital Blueprint and prioritised them based on the potential impact and relevance to the current service delivery models.
- 6.5 The results of this work have been fed into the MTFs and have identified £2m of potential savings across a range of service areas. Further work is now underway to conduct the necessary due diligence on these proposals and agree implementation plans.

7 2023/24 Budget Management

Contingency

- 7.1 The contingency budget is a useful tool in effective financial management of an organisation. It provides a mechanism to allocate additional funding on a temporary or permanent basis during the financial year. This allows the recognition and funding of costs over and above those included within the council’s base budget. It is a more appropriate mechanism than the use of one-off funding, such as reserves, in meeting the costs of pressures as it enables the council to ‘live within its means’ both in the short and longer term. Council financial regulations also should prevent expenditure being incurred for which there is no budget provision. Allocations from contingency ensure that the financial regulations can be adhered to when unexpected items occur. This therefore supports the delivery of the organisation’s overall financial strategy.
- 7.2 The contingency budget is usually forecast to be fully spent within the financial projections despite containing unallocated elements. This means that any virements to areas displaying a financial pressure will generally benefit the bottom line of the council’s projected outturn variance. At the start of the 2023/24 financial year, we had £25.232m contingency funding available.
- 7.3 When preparing the budgets, all pay and non-pay inflationary pressure allocations within the MTFs are held within the contingency budget and are allocated during the year to service areas when the true costs are better understood. Of the £25.232m contingency balance, £14.034m has been allocated to services for non-pay inflation and £8.576m has been earmarked for pay inflation.
- 7.4 The table below shows that there is £1.659m unallocated contingency remaining for 2023/24. If there are no calls on this balance, it will be carried forward into the 2024/25 contingency budget.

	£'m
Contingency Budget 2023/24	25.242
Posted in 2023/24	
Climate Change (Sustainability Team)	(0.508)
A1000 Cycleway maintenance	(0.160)
Help support and develop women and girls football in Barnet	(0.075)
Comms new structure	(0.200)
Non-Pay Inflation	(14.034)
Business Continuity Officer	(0.030)
Total Posted	(15.007)
23/24 Commitments not yet posted	
Pay inflation to be allocated	(8.576)
To be posted	(8.576)
TOTAL Remaining	1.659

Virements

- 7.5 The constitution requires that any virement from contingency of £0.250m or above are approved by Cabinet. Further, any virements between services over £0.250m must also be approved by Cabinet.
- 7.6 The below virement is required to move the budget of the team that administers the Disabled Facilities Grant (DFG) from Customer & Place to Adults & Communities. This will align the staffing costs for DFG administration to where the DFG grant budget resides.

Department	Description	£
Adults & Health	Care & Repair	107,965
Customer & Place	Care & Repair	(107,965)
	TOTAL	0

Debt Write-offs

- 7.7 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. All businesses suffer from uncollectable debt and the council maintains a bad debt provision against which to charge these write offs.

Business Rates (NNDR)

- 7.8 Irrecoverable Business Rates debts of £2,417,002.56 are requested for write off. The individual debts are all over £5,000 and cover the financial years from 2003/04 to 2023/24.
- 7.9 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.
- 7.10 Attempts to trace debtors include searches of internal systems, credit reference agencies, internet searches, enquiries with owners, agents, and new occupants of the relevant properties and visits by

the inspector and Enforcement Agents. In respect of cost effectiveness, the extent of tracing activity will correspond to the amount of individual debts and with a greater emphasis on checks made in respect of larger debts. It should be noted that 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.

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

Financial Year of Debt	COSTS	LIABILITY	Grand Total
2003	£100.00	£1,962.71	£2,062.71
2004	£1,175.00	£14,205.74	£15,380.74
2005	£1,620.00	£73,670.65	£75,290.65
2006	£2,009.00	£62,556.23	£64,565.23
2007	£2,678.00	£107,654.68	£110,332.68
2008	£3,197.00	£255,375.17	£258,572.17
2009	£4,250.00	£374,158.83	£378,408.83
2010	£3,740.00	£161,148.77	£164,888.77
2011	£6,097.16	£257,793.56	£263,890.72
2012	£3,060.00	£173,712.22	£176,772.22
2013	£3,060.00	£113,049.67	£116,109.67
2014	£2,040.00	£52,617.91	£54,657.91
2015	£1,170.97	£45,615.47	£46,786.44
2016	£680.00	£67,110.00	£67,790.00
2017	£340.00	£25,255.70	£25,595.70
2018	£680.00	£67,470.87	£68,150.87
2019	£1,530.00	£96,685.02	£98,215.02
2020	£170.00	£96,857.88	£97,027.88
2021	£2,000.00	£128,905.53	£130,905.53
2022	£1,360.00	£189,163.97	£190,523.97
2023	0	£11,074.85	£11,074.85
Grand Total	£40,957.13	£2,376,045.43	£2,417,002.56

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

Reason	Sum of Total Debt
ADMINISTRATION	£53,588.85
DISSOLVED	£513,439.41
GONE AWAY	£1,474,928.70
LIQUIDATION	£280,629.96
UNCOLLECTABLE	£94,415.64
Grand Total	£2,417,002.56

Council Tax

7.13 Irrecoverable Council Tax debts of £238,037.74 are requested for write off. The individual debts are all over £5,000 and cover the financial years from 2003/04 to 2023/24.

7.14 Some debts relate to 2009 because we continue to pursue outstanding debt irrespective of age until there is no realistic/economic possibility of payment. All customer contact details have been checked to try to prompt contact from the debtor in addition to the necessary recovery notices as noted below.

We use telephone and email contact that we may hold as a couple of the methods to try and elicit contact from the debtor in addition to the necessary recovery notices as noted below.

7.15 Attempts to trace absconders include searches of our internal revenues system, credit reference agencies and land registry records. In respect of 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 larger debts. It should be noted that where a debtor is traced following the write off the debt then the debt will be reinstated and further attempts made to recover, subject to statutory limitation periods and it being economical to do so.

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

Financial Year of Debt	COSTS	LIABILITY	Grand Total
2004		£1,659.86	£1,659.86
2005	£88.00	£2,076.50	£2,164.50
2006	£545.00	£2,420.86	£2,965.86
2007	£605.00	£6,323.00	£6,928.00
2008	£912.95	£5,697.09	£6,610.04
2009	£838.00	£5,887.97	£6,725.97
2010	£582.00	£7,021.68	£7,603.68
2011	£388.00	£4,856.90	£5,244.90
2012	£291.00	£5,724.39	£6,015.39
2013	£679.00	£8,872.77	£9,551.77
2014	£801.00	£7,240.45	£8,041.45
2015	£1,095.00	£15,376.45	£16,471.45
2016	£660.46	£16,210.24	£16,870.70
2017	£1,197.23	£19,913.33	£21,110.56
2018	£873.00	£17,105.25	£17,978.25
2019	£1,000.00	£20,364.57	£21,364.57
2020	£1,146.14	£26,548.46	£27,694.60
2021	£1,079.66	£26,946.89	£28,026.55
2022	£875.00	£18,520.98	£19,395.98
2023	£125.00	£5,488.66	£5,613.66
Grand Total	£13,781.44	£224,256.30	£238,037.74

7.17 The breakdown of the reasons for write off are as follows:

Reason	Sum of Total Debt
Bankruptcy Order	£222,842.15
Deceased	£15,195.59
Grand Total	£238,037.74

Housing Benefit Overpayments

7.18 Housing Benefit overpayments totalling £906,070.77 are requested for write-off. The individual debts are all over £5,000 and cover the financial years 2005 to 2023.

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

7.20 All avenues of recovery that were economical and practical have been considered before this course of action.

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

Year Debt Raised	Total Debt
2005	£ 58,292.00
2006	£ 5,203.38
2007	£ 9,415.45
2008	£ 14,574.05
2009	£ 7,290.00
2011	£ 63,544.91
2012	£ 16,186.16
2013	£ 5,945.00
2015	£ 72,747.63
2016	£ 32,064.48
2018	£ 58,247.14
2019	£ 203,688.76
2020	£ 127,328.19
2021	£ 120,636.86
2022	£ 49,791.29
2023	£ 61,115.47
Total	£ 906,070.77

7.22 A breakdown of the reason codes are as follows:

Reason	Value
Bankrupt	£ 15,718.40
Deceased	£ 115,185.95
DWP Error	£ 26,666.63
LA Error	£ 404,689.03
Unable to trace	£ 8,903.68
Pericles	£ 334,907.08
Total	£ 906,070.77

- Bankruptcy Order - In England and Wales, a bankruptcy order is established and governed by Part IX of the Insolvency Act 1986 and constitutes as a declaration that the claimant has no means to repay any of their outstanding debts and is therefore declared bankrupt.
- Deceased – Overpayments for deceased accounts will only be considered for write-off once all attempts have been made to establish contact with the executors without success, or no funds are available from the estate to recover from.
- DWP Error (Departmental Error) - overpayments of £26,666.63 have received full subsidy meaning there is no additional cost to the council.
- LA error - overpayments of £404,689.03 have received full subsidy meaning there is no additional cost to the council.
- Unable to trace – All cases have been through the recovery cycles several times and checked by all available resources, without success.

- Pericles - Debts are because of the old Pericles system failing to transfer sufficient information regarding overpayment period and reason when converting to Civica. We are, therefore, unable to provide claimants/Landlords with evidence how the overpayment occurred.

Income (Sundry Debt)

7.23 Sundry income totalling £90,678.36 are recommended for write off. The individual debts are over £5,000 and cover the financial years 18/19 to 21/22.

7.24 The collection procedures used for the recovery of these debts have included the issue of an invoice, a reminder and 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.

7.25 The breakdown of the value of the Sundry debts by year is as follows:

Financial Year of Debt	Amount	Reason
2018/19	15,752.85	Recovery Action Exhausted
2018/19	5,934.13	Uneconomical to Pursue
2019/20	6,299.92	Recovery Action Exhausted
2020/21	9,388.39	Uneconomical to Pursue
2021/22	53,303.07	Recovery action exhausted
Total	90,678.36	

7.26 A breakdown of the reason codes are as follows:

Reason for Write-Off	Value
Recovery Action Exhausted	£75,355.84
Uneconomical to pursue further	£15,322.52
Total	£90,678.36

Tenant Arrears Write Offs – HRA

7.27 Tenant Arrears relating to HRA are recommended for write off. Individual debts over £5,000 totalling £126,081.54 covering the financial year 2017/18 to 2022/23 are recommended for write off.

7.28 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 recover’ which means that the debt is too small to warrant any recovery action although attempts may have been attempted.
- ‘deceased no estate’ which means that the customer has passed away and that no contact has been received regarding an estate.
- ‘vulnerability’ which means that customer has vacated the premises and is also likely to be vulnerable.
- ‘debt relief order and/or bankruptcy orders’ have been applied and as such the debt is not being pursued.
- ‘final agreement settlement’ which means that the debt was being pursued by debt collectors and an agreement has been reached to settle the matter.

- 'management decision' which means that management have assessed that the case can be written off (e.g. vulnerable persons, mental health,)
- 'unsuccessful from debt collection' which means that debt collectors have been unsuccessful in attempted collection.

7.29 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.

7.30 The breakdown of the write offs greater than £5,000 totalling £126,081.54 are as follows:

Debt Category	2017/18	2018/19	2022/23	Total
Deceased			£18,132.90	£18,132.90
Unsuccessful from debt collection	£47,070.96	£60,877.68		£107,948.64
Grand Total	£47,070.96	£60,877.68	£18,132.90	£126,081.54

Tenant Arrears Write Offs - General Fund

7.31 Tenant Arrears relating to the general fund are recommended for write off. Individual debts over £5,000 totalling £683,421.82 covering the financial year 2017/18 to 2020/21 are recommended for write off.

7.32 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 (SWEP), being imprisoned 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.
- 'Management Decision' meaning the arrears are being written off at the discretion of a senior manager.

7.33 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.

7.34 The breakdown of the write offs greater than £5,000 totalling £683,421.82 are as follows:

Debt Category	2017/18	2018/19	2020/21	Total
Statute Barred	£85,166.13			£85,166.13
Unrecoverable - Vulnerability/ SWEP			£12,485.62	£12,485.62

Unsuccessful from Agency	£83,275.93	£502,494.14		£585,770.07
Grand Total	£168,442.06	£502,494.14	£12,485.62	£683,421.82

8 Capital Programme

Capital Programme 2023-2028

8.1 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.

8.2 The summary of the revised capital programme for Cabinet approval broken down by Portfolio is as follows:

Cabinet	2023-24	2024-25	2025-26	2026-27	2027-28	Total
	£000	£000	£000	£000	£000	£000
Adults and Social Care	5,570	3,762	0	0	0	9,332
Homes and Regeneration (Brent Cross)	52,908	25,643	7,909	0	0	86,460
Family Friendly Barnet	9,759	16,080	5,431	5,821	0	37,092
Culture, Leisure, Arts and Sports	1,846	499	0	0	0	2,345
Environment and Climate Change	50,701	35,250	13,742	745	837	101,275
Homes and Regeneration	108,425	83,831	53,472	4,556	1,072	251,356
Resources and Effective Council	17,942	15,153	876	310	0	34,281
Total - General Fund	247,150	180,218	81,430	11,432	1,909	522,140
Housing Revenue Account	178,021	80,956	65,092	40,269	13,908	378,246
Total - All Services	425,171	261,174	146,523	51,701	15,818	900,386

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

Budget Movement Type	2023-24	2024-25	2025-26	2026-27	2027-28	Total
	Budget	Budget	Budget	Budget	Budget	Budget
	£000	£000	£000	£000	£000	£000
Reported Capital Budget - November 2023	420,559	259,753	146,156	51,701	15,817	893,987
Additions	4,612	1,422	366	0	0	6,400
Deletions	0	0	0	0	0	0
December 2023 Revised Programme	425,171	261,174	146,523	51,701	15,817	900,386

8.4 Additions to the capital programme are shown below:

- Replacement Finance, HR and Procurement systems (£2.124m) addition to build and implement a payroll system.
- Extra Care (Stag) (£0.332m) additional in order to make retention payments to sub-contractors.
- HRA 250 – New Build (£2.092m) to bring this project in line with HRA business plan in order to reflect the LBB capital 5-year budget profile.
- HRA 250 – Moss Hall (£0.558m) insurance settlements to fund the demolition and clearance of Moss Hall Grove site.
- Brent Cross West Station (£0.200m) agreed third party payments for Brent Cross plot 14 lease additions.
- Town Centre (£0.326m) GLA funding for sustainable drainage systems and semi
- mature tree planting as part of the Finchley Central public realm improvement

- Extra Care – Cheshir House (£0.650m) addition to support the additional costs of fire safety works required due to changes in regulations.
- Libraries Capital Programme (£0.118m) addition for the installation of electronic payment technology needed in 10 Libraries across the Borough

8.5 The funding for the capital programme in £'000 is set out below:

Cabinet	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (MEEF)*	Borrowing (PWLB)	Total
Adults and Social Care	6,718	0	0	0	2,471	0	143	9,332
Homes and Regeneration (Brent Cross)	59,436	0	17,517	1,011	0	0	8,496	86,461
Family Friendly Barnet	32,505	1,657	116	0	268	0	2,547	37,092
Culture, Leisure, Arts and Sports	439	118	38	0	1,745	0	5	2,345
Environment and Climate Change	16,266	7,283	382	0	38,592	0	38,752	101,274
Homes and Regeneration	48,128	6,107	8,545	0	35,953	1,700	150,923	251,356
Resources and Effective Council	1	45	54	0	0	0	34,180	34,281
Total - General Fund	163,493	15,210	26,651	1,011	79,028	1,700	235,046	522,140
Housing Revenue Account	22,427	3,550	32,490	38,930	0	0	280,848	378,246
Total - All Services	185,920	18,760	59,141	39,942	79,028	1,700	515,894	900,386

*MEEF – Mayor’s Energy Efficiency Fund

Borrowing

- 8.6 £515.890m of the total capital programme will be funded from borrowing of which £106.31m is on-lent to Opendoor Homes for the acquisition or delivery of new housing.
- 8.7 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).
- 8.8 Included in the total Capital programme, is £1.7m borrowing from the Mayor’s Energy Efficiency Fund. This borrowing is cheaper than PWLB borrowing and is only eligible to use on projects intended to achieve net zero.

Capital Receipts

- 8.9 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.
- 8.10 £59.1m of the above capital programme is planned to be funded by capital receipts. Of the £59.1m, £32.5m will be funded from HRA capital receipt (RTB Receipts) and £26.6m from General Fund Receipts.
- 8.11 Current receipts are standing at £49.43m with £40.134m being HRA receipts and the remaining £9.293m General Fund receipts. The current disposal programme estimates General Fund disposals of £1.070m in 23/24 and £15.825m in 24/25.
- 8.12 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.

8.13 HRA funding will also finance Open Door New Build Housing (£7.24m of which £2.67m is expected to be funded from capital receipts), which is shown in the above table under Homes and Regeneration Portfolio. 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

8.14 The current capital programme shows £185.92m will be funded from Capital Grants. S106 and CIL are standing at £18.76m and £79.03m, respectively.

8.15 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).

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

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

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

9 Post Decision Implementation

9.1 Following approval of these recommendations, resident consultation will begin in the week commencing 18 December 2023 for a period of 6 weeks after which the budget, with a cumulative equalities impact assessment, will be considered by Cabinet on 6th February 2024.

9.2 Cabinet 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 27 February 2024.

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 2023/24 for revenue and capital.

10 Corporate Priorities, Performance and Other Considerations

Corporate Plan

10.1 This supports the council's corporate priorities as expressed through Our Plan for Barnet 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.

Corporate Performance / Outcome Measures

10.2 None in the context of this report

Sustainability

10.3 None in the context of this report

Corporate Parenting

10.4 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 Our Plan for Barnet 2023-2026, 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.

10.5 Council, in setting its budget, considers the Corporate Parenting Principles both in terms of savings and investment proposals. The council's proposals seek to protect front-line social work and services to children in care and care leavers and in some cases, has invested in them.

Risk Management

10.6 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.

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

Insight

10.8 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.

Social Value

10.9 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.

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

11.1 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 2024.

- 11.2 This report requests approval for a budget consultation to be launched in the week of 18th December 2023 for a period of 6 weeks after which the budget, with a cumulative equalities impact assessment, will be considered by Cabinet on 6th February 2024, before it is referred to Full Council on 27th February 2024.
- 11.3 The proposed changes to the capital programme will have an impact on the cost of borrowing and therefore support the council's revenue budget.
- 11.4 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 Cabinet.
- 11.5 The write off of debts is in line with good accounting practice, which requires that debit balances accurately reflect realisable income, and it removes uncollectable debt from the system. All businesses suffer from uncollectable debt and the council maintains a bad debt provision against which to charge any debt write offs. The council's debt management policy approved annually sets out the council's policy and procedures in relation to the billing, collection and recovery of monies owed to the council and is to be adopted across all services within the London Borough of Barnet.
- 11.6 The costs associated with continuing to pursue the debts identified as uneconomical to collect are likely to be more than the balances outstanding. Writing off these debts ensures value for money for our local taxpayers.
- 11.7 The debts are all within Barnet's existing bad debt provision and the current bad debt provisions are shown below:
- Housing Benefit overpayments is £32,425,562.97.
 - Council Tax is £38,908,182.09.
 - Business Rates is £13,866,497.18.
 - The bad debt provision for Sundry Debtors is held within the service areas who have approved these write offs.
- 11.8 As sufficient Bad Debt Provision exists for these write offs there is no anticipated impact on the MTFS arising from these write offs.

12 Legal and Constitutional References

- 12.1 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.
- 12.2 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.
- 12.3 Part 2 D of the Council's Constitution sets out the Terms of Reference and Delegation of Duties to the Cabinet which include:
- To be responsible for:

- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council;
- Monitoring the implementation of the budget and financial strategy;
- Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the council's Policy Framework and implementing those approved by Council;
- Approving policies that are not part of the policy framework;
- Management of the council's Capital Programme;

➤ All key decisions - namely:

- an executive decision which is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates; or
- an executive decision which is likely to be significant in terms of its effects on communities living or working in an area of two or more wards of the Borough;
- a decision is significant for the purposes of above if it involves expenditure or the making of savings of an amount in excess of £1m for capital expenditure or £500,000 for revenue expenditure or, where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the service in question;
- award of contracts over £500,000 and all matters reserved to the Executive under the Contract Procedure Rules this may be done via the Procurement Forward Plan;
- virements between budgets as required by the Financial Regulations;
- making all non-key decisions which are referred to the Executive by the relevant Portfolio Holder or Director;
- Determination of recommendations and references from the Council or any of its Committees or sub-committees and which the Cabinet considers are appropriate for collective decision;
- Approval of HRA Rents.

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

Virements for allocation from contingency for amounts up to and including £250,000 must be approved by the Chief Finance Officer.
Virements for allocation from contingency for amounts over £250,000 must be approved by Cabinet.
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 £499,999 must be approved by the relevant Chief Officer(s) and Chief Finance Officer in consultation with the Leader and reported to the next meeting of Cabinet

Virements between different Directorates (excluding contingency allocations) over £500,000 and up to £25m must be approved by Cabinet.

12.5 Article 2a of the council's constitution sets out the role of Full Council as "approving or adopting the policy framework and the budget, including setting council tax, determining borrowing limits, approval of the capital programme". Council will set the budget and Cabinet will work within that set budget subject to the rules on virements contained in the Financial Regulations.

13 Consulting and Engagement

13.1 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.

13.2 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.

13.3 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.

13.4 Subject to agreement from Cabinet, the council will launch a 6 week budget consultation in the week beginning 18th December 2023.

14 Equalities and Diversity

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

14.2 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.

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

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

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

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

14.5 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.

14.6 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.

14.7 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

14.8 If deemed appropriate, a project may be subject to future individual portfolio or Cabinet 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.

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

14.10 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.

14.11 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.

14.12 Progress against the performance measures we use is published on our website at <https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments-2024-25>

15 Background Papers

15.1 Business Planning and Medium Term Financial Strategy 2024-2030 - Overview & Scrutiny Committee, Item 7: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=1004&MId=11562&Ver=4>

15.2 Autumn Statement 2023 – Representation by London Councils: [LC AS2023 representation to HMT - FINAL.pdf](#)

15.3 Council – Feb 2023; Agenda item 11.1 [Agenda for Council on Tuesday 28th February, 2023, 7.00 pm \(moderngov.co.uk\)](#)

Appendix A - MTF5

2023/24	MTFS Summary	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
£m	Resources vs. Expenditure	£m	£m	£m	£m	£m	£m
380.885	Expenditure	431.494	463.789	493.445	523.010	552.848	582.978
(369.686)	Resources	(385.299)	(402.015)	(420.659)	(440.592)	(461.906)	(484.696)
11.199	Cumulative (Surplus)/Shortfall to Balanced Budget	46.195	61.774	72.786	82.418	90.942	98.283
11.199	In Year Budget Gap before Savings	46.195	27.738	31.614	38.408	39.938	39.712
(11.199)	Efficiencies and Income Generation options Proposed	(34.036)	(7.135)	(2.838)	(6.994)	(7.566)	(6.200)
0.000	(Surplus)/Shortfall to Balanced Budget	12.159	20.603	28.776	31.414	32.372	33.512
	In year savings requirement	46.195	15.579	11.011	9.633	8.524	7.340
	Expenditure (Cumulative)						
336.380	Base Expenditure Budget	369.686	431.494	463.789	493.445	523.010	552.848
13.284	Inflation - Non Pay	7.444	3.871	3.948	4.027	4.108	4.190
4.461	Inflation - Pay	4.639	2.412	2.461	2.510	2.560	2.611
0.500	North London Waste Authority levy	0.000	1.500	1.500	2.000	2.000	2.000
(1.570)	Capital Financing (MRP & Interest)	0.312	2.413	1.242	0.518	0.655	0.809
0.000	Pensions: Employer Contribution and Deficit Recovery	0.000	0.000	0.505	0.510	0.515	0.520
16.675	Statutory / Cost Drivers Sub Total	12.395	10.196	9.656	9.565	9.838	10.130
17.680	Service Pressures and Investments (existing)	42.537	3.649	4.499	0.899	0.441	0.069
0.000	Service Pressures and Investments (new)	0.000	11.351	10.501	14.101	14.559	14.931
7.090	Contingency	5.000	5.000	5.000	5.000	5.000	5.000
1.599	Concessionary Fares (Freedom Pass)	2.022	2.099	0.000	0.000	0.000	0.000
26.369	Service Expenses sub total	49.559	22.099	20.000	20.000	20.000	20.000
0.000	Local Council Tax Support Administration Grant	0.012	0.000	0.000	0.000	0.000	0.000
0.000	Housing Benefit Administration Subsidy Grant	(0.158)	0.000	0.000	0.000	0.000	0.000
1.461	Grant Income grossed up	(0.147)	0.000	0.000	0.000	0.000	0.000
380.885	Forecast Expenditure (Before Savings)	431.494	463.789	493.445	523.010	552.848	582.978
(11.199)	Approved Savings/ Further Efficiencies	(34.036)	(7.135)	(2.838)	(6.994)	(7.566)	(6.200)
369.686	Forecast Expenditure (After Savings)	397.457	456.654	490.607	516.016	545.282	576.778
	Forecast Resources (Calculated year by year)						
	Core Spending Power						
(57.278)	Business Rates (inc. core S31 Grants)	(53.458)	(29.400)	(29.857)	(29.857)	(29.857)	(29.857)
(22.132)	Business Rates (Top Up) / Tariff	(21.863)	(49.599)	(49.141)	(49.141)	(49.141)	(49.141)
(7.759)	Revenue Support Grant	(8.664)	(8.837)	(9.014)	(9.194)	(9.378)	(9.565)
(1.700)	Business Rates 8 authority pool income	(2.028)	0.000	0.000	0.000	0.000	0.000
(88.869)	Total Settlement Funding Assessment	(86.013)	(87.836)	(88.013)	(88.193)	(88.377)	(88.564)
(210.478)	Council Tax - General Element	(224.986)	(241.150)	(258.477)	(277.047)	(296.952)	(318.287)
(4.135)	Council Tax - Social Care Precept	(4.369)	(4.684)	(5.019)	(5.380)	(5.768)	(6.181)
(214.612)	Council Tax Income	(229.355)	(245.834)	(263.496)	(282.427)	(302.720)	(324.468)
(9.622)	Improved Better Care Fund Grant	(10.266)	(10.471)	(10.681)	(10.895)	(11.112)	(11.335)
(2.281)	2022/23 Services Grant / New Grant Funding	(2.374)	0.000	0.000	0.000	0.000	0.000
(20.801)	Social Care Grant	(24.105)	(24.587)	(25.079)	(25.581)	(26.092)	(26.614)
(1.389)	New Homes Bonus Grant	0.000	0.000	0.000	0.000	0.000	0.000
0.000	Lower Tier Services Grant	0.000	0.000	0.000	0.000	0.000	0.000
(34.093)	Government Grants	(36.746)	(35.059)	(35.760)	(36.475)	(37.205)	(37.949)
(337.574)	Core Spending Power Resources	(352.114)	(368.729)	(387.269)	(407.096)	(428.301)	(450.981)
(19.779)	Public Health Grant	(19.779)	(19.779)	(19.779)	(19.779)	(19.779)	(19.779)
0.000	Independent Living Fund Grant	0.000	0.000	0.000	0.000	0.000	0.000
(4.795)	Homelessness Grant	(4.258)	(4.258)	(4.258)	(4.258)	(4.258)	(4.258)
(0.556)	Local Council Tax Support Administration Grant	(0.567)	(0.567)	(0.567)	(0.567)	(0.567)	(0.567)
(1.357)	Housing Benefit Administration Subsidy Grant	(1.249)	(1.249)	(1.249)	(1.249)	(1.249)	(1.249)
(2.235)	PFI Credit Grant	(2.235)	(2.235)	(2.235)	(2.235)	(2.235)	(2.235)
0.000	London Crime Prevention Fund	0.000	0.000	0.000	0.000	0.000	0.000
(3.390)	ASC Market Sustainability and Improvement Fund	(5.096)	(5.198)	(5.302)	(5.408)	(5.516)	(5.627)
0.000	ASC Discharge Fund	0.000	0.000	0.000	0.000	0.000	0.000
0.000	SR21 Grants - Estimate (£4.8bn, £1.5bn pa)	0.000	0.000	0.000	0.000	0.000	0.000
0.000	Covid-19 Grant	0.000	0.000	0.000	0.000	0.000	0.000
0.000	Local Council Tax Support Grant	0.000	0.000	0.000	0.000	0.000	0.000
0.000	London net pooling benefit with no SIP	0.000	0.000	0.000	0.000	0.000	0.000
(32.112)	Other Grants outside core spending power	(33.184)	(33.286)	(33.390)	(33.496)	(33.604)	(33.715)
(369.686)	Total Resources	(385.299)	(402.015)	(420.659)	(440.592)	(461.906)	(484.696)

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MTFS 2024-2030 - Savings and Income Generation Proposals

Department	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Assurance	(577)	(50)	(50)	0	0	0	(677)
Children and Family Services	(3,666)	(453)	(835)	(725)	(725)	(725)	(7,129)
Communities, Adults and Health	(10,600)	(630)	(3,000)	(3,000)	(3,000)	(3,000)	(23,230)
Customer & Place	(7,504)	(3,652)	(3,333)	(1,249)	(1,821)	(460)	(18,020)
Public Health	(54)	(20)	(20)	(20)	(20)	(15)	(149)
Strategy & Resources	(735)	(330)	0	0	0	0	(1,065)
Cross-Council	(10,900)	(2,000)	4,400	(2,000)	(2,000)	(2,000)	(14,500)
Sub-total	(34,036)	(7,135)	(2,838)	(6,994)	(7,566)	(6,200)	(64,771)

Directorate	Line Ref	Cabinet Brief	Opportunity Area	Description of Saving	Saving Category	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/equality-impact-assessments-2024-25	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Assurance	ASSR1	Resources & Effective Council	Internal Audit	Review of staffing structure (vacant post) and income maximisation.	Income generation	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.	(45)	0	0	0	0	0	(45)
Assurance	ASSR3	Resources & Effective Council	Assurance and Business Development	Deletion of vacant post in Records and Information Management Team, and change to joint funding of project and policy officer.	Cashable efficiency	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.	(85)	0	0	0	0	0	(85)
Assurance	ASSR5	Resources and Effective Council	Counter Fraud Operations	Review of structure, operation costs and income maximisation	Cashable efficiency	Yes - service specific consultation required	Reduction in service delivery.	Possible impact on customer satisfaction.	Yes - EqlA is required (Staff Consultation)	(98)	0	0	0	0	0	(98)
Assurance	ASSR7	Community Safety & Residents	Community Safety	New operating model aligned to newly defined priorities in the Community Safety team	Cashable efficiency	Yes - 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.	Yes - EqlA is required (Staff Consultation)	(303)	0	0	0	0	0	(303)
Assurance	ASSR8	Resources & Effective Council	Governance	Governance efficiencies – detailed review of operational running costs in the Governance, Mayor's Office and Members Allowances service budgets has identified various efficiency savings.	Cashable efficiency	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.	(46)	0	0	0	0	0	(46)
Assurance	Assur_sav2	Resources and Effective Council	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.	Income generation	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.	0	(50)	(50)	0	0	0	(100)
TOTAL										(577)	(50)	(50)	0	0	0	(677)

Directorate	Line Ref	Cabinet Brief	Opportunity Area	Description of Saving	Saving Category	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/equality-impact-assessments-2024-25	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Children and Family Services	CFS3	Family Friendly Barnet	Children's Safeguarding	Reduction in use of agency staffing and implementation of Pan London rates	Cashable efficiency	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)	0	0	0	0	0	(60)
Children and Family Services	CFS5	Family Friendly Barnet	Children's Early Help	Take the reserve that has been built up through Troubled Families (now Strengthening Families) funding as a one-off saving so that this money can be used in other ways	Other external funding	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.	(672)	672	0	0	0	0	0
Children and Family Services	CFS8	Family Friendly Barnet	Children's Safeguarding	Recommission Emergency Duty Team including exploration of in-house model	Cashable efficiency	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.	(30)	(60)	0	0	0	0	(90)
Children and Family Services	CFS10	Family Friendly Barnet	Corporate Parenting	Cease using any external providers for contact and only use the Family Services contact centre	Cashable efficiency	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.	(150)	(200)	0	0	0	0	(350)
Children and Family Services	CFS13	Culture, Leisure, Arts & Sports	Libraries	Explore the options of purchasing library books through Community Infrastructure Levy funding	Other external funding	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.	(450)	0	0	0	0	0	(450)
Children and Family Services	CFS14	Culture, Leisure, Arts & Sports	Libraries	Reduction in the media budget for Libraries	Cashable efficiency	It is not anticipated that service specific consultation required	This saving is not anticipated to impact on service delivery.	It is not anticipated that this will have an adverse impact on customer satisfaction	An EqlA is not required.	(20)	0	0	0	0	0	(20)
Children and Family Services	CFS16	Family Friendly Barnet	BELS	Increase the number of children with (Special educational needs and disabilities) SEND being transported through personal budgets or multi pick up points	Cashable efficiency	These transport options are already being provided to children with SEND in Barnet so no formal policy consultation is needed. There will be consultation with individual families and children before any specific changes are implemented	It is not anticipated that there will be a negative impact on service delivery as these transport options are already being successfully provided to children with SEND	It is not anticipated that there will be a negative impact on customer satisfaction as these transport options are already being successfully provided to children with SEND	Equality implications will be considered on a case by case basis and operational decisions will continue to be made in the best interests of children.	(600)	(100)	(100)	0	0	0	(800)
Children and Family Services	CFS17	Family Friendly Barnet	Corporate Parenting and Disability	Reduce contribution by £50k to the Special Education Needs Inclusion Fund (SENIF) offset by an increased contribution from DSG High Needs. Increase DSG contribution by 50k to central costs in line with central government consultation on Early Years funding, which extends the scope of the pass through to include disadvantaged 2 year old funding. This proposal will only proceed if the central government proposal is approved.	Other external funding		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.	(100)	0	0	0	0	0	(100)
Children and Family Services	CFS19	Family Friendly Barnet	BELS	Stop paying for Welfare Call and Asset as new DfE system will monitor attendance	Cashable efficiency		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.	(24)	0	0	0	0	0	(24)
Children and Family Services	CFS20	Family Friendly Barnet	Corporate Parenting and Disability	Pay for senior management staff time through SEND Regional Expert Partnership funding	Other external funding		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.	(30)	0	30	0	0	0	0
Children and Family Services	CFS22	Family Friendly Barnet	Corporate Parenting and Disability	Reduce social care taxi spend, including for children in care, through delivery of alternative approaches such as Personal Transport Budgets and route sharing	Cashable efficiency	These transport options are already being provided to children in Barnet so no formal policy consultation is needed. There will be consultation with individual families and children before any specific changes are implemented	It is not anticipated that there will be a negative impact on service delivery as these transport options are already being successfully provided to children with SEND	It is not anticipated that there will be a negative impact on customer satisfaction as these transport options are already being successfully provided to children with SEND	Equality implications will be considered on a case by case basis and operational decisions will continue to be made in the best interests of children.	(40)	(40)	(40)	0	0	0	(120)
Children and Family Services	CFS23	Family Friendly Barnet	Corporate Parenting and Disability	INVEST TO SAVE- Increase use of in-house foster care to reduce Independent Fostering Agency spend	Cashable efficiency	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.	(200)	(200)	(200)	(200)	(200)	(200)	(1,200)
Children and Family Services	CFS24	Family Friendly Barnet	Corporate Parenting and Disability	INVEST TO SAVE-Conversion of 2, 4 bedroom houses or former carer properties, to semi independent provision.	Cashable efficiency	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.	(150)	(150)	(150)	(150)	(150)	(150)	(900)

Directorate	Line Ref	Cabinet Brief	Opportunity Area	Description of Saving	Saving Category	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/equality-impact-assessments-2024-25	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Children and Family Services	CFS25	Family Friendly Barnet	Corporate Parenting and Disability	INVEST TO SAVE- Increase in-house care provision such as small homes provision to reduce external placement spend	Cashable efficiency	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.	(375)	(375)	(375)	(375)	(375)	(375)	(2,250)
Children and Family Services	CIL2	Family Friendly Barnet	CIL	Explore the options of libraries revenue funding that can be funded from Community Infrastructure Levy including operational running costs.	Other external funding	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.	(565)	0	0	0	0	0	(565)
Children and Family Services	CFS26	Family Friendly Barnet	Corporate Parenting and Disability	Stop proving or charge for post 16 SEN Transport	Cashable efficiency	These transport options are already being provided to children in Barnet so no formal policy consultation is needed. There will be consultation with individual families and children before any specific changes are implemented	It is not anticipated that there will be a negative impact on service delivery as these transport options are already being successfully provided to children with SEND	It is not anticipated that there will be a negative impact on customer satisfaction as these transport options are already being successfully provided to children with SEND	Equality implications will be considered on a case by case basis and operational decisions will continue to be made in the best interests of children.	(200)	0	0	0	0	0	(200)
TOTAL						TOTAL				(3,666)	(453)	(835)	(725)	(725)	(725)	(7,129)

Directorate	Line Ref	Cabinet Brief	Opportunity Area	Description of Saving	Saving Category	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/equality-impact-assessments-2024-25	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Communities, Adults and Health	Adults 29	Environment & Climate Change	CIL	Explore options of green Spaces & leisure revenue funding that can be funded from CIL including operational running costs.	Other external funding	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.	(2,014)	0	0	0	0	0	(2,014)

Directorate	Line Ref	Cabinet Brief	Opportunity Area	Description of Saving	Saving Category	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/equality-impact-assessments-2024-25	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Customer & Place	SS01	Environment & Climate Change	Street Scene	Street Scene Commercial Waste Fees & Charges	Income generation	Part of annual fees and charges consultation and governance mechanism.	This proposal will generate additional income for the council and is not anticipated to impact on service delivery.	This saving may have an adverse impact on customer satisfaction.	An EqIA is not required.	(100)	0	0	0	0	0	(100)
Customer & Place	SS02	Environment & Climate Change	Street Scene	Street Scene Jolt Charge Points	Income generation	Consultation will be in the form of Planning Application Process, Section 17 Notices and Traffic management Order Process	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.	Limited number of sites which have been carefully selected and gone through a planning process which takes such considerations into account	(275)	(165)	0	0	0	0	(440)
Customer & Place	SS03	Environment & Climate Change	Street Scene	Street Scene Alternate Side Cleansing	Cashable efficiency	No service specific consultation required	Any service impact will be mitigated by enhanced residential cleanse (4 times a year)	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(65)	0	0	0	0	0	(65)
Customer & Place	HGF2	Homes & Regeneration	Housing and Regeneration	Colindale Gardens - Purchase of 249 units to be let at social rents, reducing the demand for Temporary Accommodation across the borough.	Cashable efficiency	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.	(872)	(26)	(27)	(28)	(29)	(29)	(1,011)
Customer & Place	HGF3	Homes & Regeneration	Housing and Regeneration	Bespoke cash incentive offer to private landlords on 80 additional larger units to retain Temporary Accommodation tenants.	Cashable efficiency	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.	0	(262)	(277)	(31)	(31)	(32)	(633)
Customer & Place	HGF4	Homes & Regeneration	Housing and Regeneration	Acquired Houses in Multiple Occupancy, to reduce the need to place people in hotels.	Cashable efficiency	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.	0	(93)	(98)	0	(6)	(6)	(203)
Customer & Place	HGF5	Homes & Regeneration	Housing and Regeneration	Targeted acquisitions of affordable homes through Open Door Homes (subsidised with grant)	Cashable efficiency	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.	(300)	(623)	(653)	(362)	(48)	0	(1,987)
Customer & Place	HGF6	Homes & Regeneration	Housing and Regeneration	Improved Homelessness prevention with early intervention and targeted activity	Cashable efficiency	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.	(131)	(255)	(12)	(12)	(12)	(13)	(435)
Customer & Place	HGF7	Homes & Regeneration	Housing and Regeneration	Silk House & Shoelands Estate regeneration project of circa 26 net new social rent homes.	Cashable efficiency	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 initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	0	0	0	0	(68)	(68)
Customer & Place	HGF8	Homes & Regeneration	Housing and Regeneration	Coppies Grove redevelopment project of circa 6 net new social rent homes.	Cashable efficiency	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 initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	0	0	0	(15)	(16)	(31)
Customer & Place	HGF9	Homes & Regeneration	Housing and Regeneration	Moss Hall Grove redevelopment project of circa 6 net new social rent homes.	Cashable efficiency	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 initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	0	0	(15)	(30)	(1)	(46)
Customer & Place	HGF10	Homes & Regeneration	Housing and Regeneration	Daws Lane development project of circa 10 new social rent homes.	Cashable efficiency	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 initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	0	0	(25)	(26)	(2)	(53)
Customer & Place	HGF11	Homes & Regeneration	Housing and Regeneration	Grahame Park North East phase 1 regeneration project of circa 30 new social rent homes.	Cashable efficiency	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 initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	0	0	0	(76)	(81)	(157)
Customer & Place	HGF12	Homes & Regeneration	Housing and Regeneration	Focus on optimising existing council stock that can be used to house households residing in TA, discretionary succession, tenants who have moved into a care setting or have a custodial sentence.	Cashable efficiency	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.	(34)	(94)	(4)	(4)	(4)	(4)	(144)
Customer & Place	HGF13	Homes & Regeneration	Housing and Regeneration	Downsizing properties to free up larger HRA properties	Cashable efficiency	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.	(64)	(54)	(17)	(13)	(19)	(9)	(176)

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Customer & Place	ESTS1	Resources & Effective Council	Estates	Acceleration of estate optimisation - Review of Managed Estate and Community Assets to see what available space can be used for corporate lettings and options to co-locate services	Income generation	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)	(20)	0	0	0	0	(120)
Customer & Place	ESTS2	Resources & Effective Council	Estates	Increased income through Section 42 Valuations, during lease extension process.	Income generation	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.	(20)	0	0	0	0	0	(20)
Customer & Place	ESTS3	Resources & Effective Council	Estates	Increased income to property services by increasing the charge for valuations of right to buy properties, to be in line with market.	Income generation	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.	(20)	0	0	0	0	0	(20)
Customer & Place	ESTS4	Resources & Effective Council	Estates	Increased income through charging for Surveyors Costs on lease variations	Income generation	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.	(18)	0	0	0	0	0	(18)
Customer & Place	BTR	Homes & Regeneration	Housing and Regeneration	On-going rental income from three Build to Rent schemes on former car parks	Income generation	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.	0	0	0	0	(1,021)	(99)	(1,121)
Customer & Place	SSP13 - LINKED	Environment & Climate Change	Street Scene	Parking Traffic Management (CPZ programme)	Income generation	CPZ's proposed in the four year programme for traffic management will each require community and ward member engagement at the development stage and statutory consultation (six months) once implemented as an experimental traffic order.	Specific funding and resourcing profile submitted and agreed by CSB.	Some positive for those affected by parking issues at the moment but potential negative perception/feedback from those in roads to be included in zones not affected by parking issues at that point in time.		0	0	(378)	(300)	(300)	(100)	(1,078)
Customer & Place	HGFPRES3 - LINKED	Homes & Regeneration	Housing and Regeneration	Reduce requirement to provide Breakfast for TA in hotels with no access to cooking facilities, as demand for use of hotels begins to reduce.	Cashable efficiency	Service specific consultation will be undertaken as required.	Short-term service is being reduced down in line with need.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	0	(41)	(43)	(58)	0	0	(142)
Customer & Place	HGFPRES4 - LINKED	Homes & Regeneration	Housing and Regeneration	Reduce need for prevention staff and contract costs which were increased in 2024/25 to manage the increase in homelessness demand.	Other external funding	Service specific consultation will be undertaken as required.	Short-term team to be wound down in line with forecasted reduction in demand	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	0	0	(211)	(251)	(204)	0	(665)
Customer & Place	ESTP2 - LINKED	Resources & Effective Council	Estates	Reduce short-term Estates Planned Maintenance budget.	Cashable efficiency	Service specific consultation will be undertaken as required.	The service is being wound down in line with need.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	0	0	(200)	0	0	0	(200)
Customer & Place	ESTP3 - LINKED	Resources & Effective Council	Estates	Reduce short-term Caretakers Houses condition surveys and works budget.	Cashable efficiency	Service specific consultation will be undertaken as required.	The service is being wound down in line with need.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	0	0	(20)	0	0	0	(20)
Customer & Place	PBCP1 - LINKED	Homes & Regeneration	Housing and Regeneration	Increase in existing and new Planning fee income and Building Control and Land Charges fees and charges income. Including increasing resources to generate additional volume of income generating activities across the borough.	Cashable efficiency	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.	0	(590)	(229)	0	0	0	(819)
Customer & Place	H&G_sav2	Environment & Climate Change	Estates	Solar panels – To accelerate de-carbonisation and either sell energy back to grid or offset existing council energy bills.	Income generation	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.	0	(50)	(100)	0	0	0	(150)
Customer & Place	H&G_inc4	Resources & Effective Council	Estates	Additional income from the existing commercial portfolio, including new lettings and rent reviews.	Income generation	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.	(20)	(20)	(10)	0	0	0	(50)
Customer & Place	H&G_inc12	Resources & Effective Council	Estates	Letting out a second floor of the Colindale office.	Income generation	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)	0	0	0	0	0	(323)
Customer & Place	H&G_sav7	Homes & Regeneration	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.	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.	(68)	0	0	0	0	0	(68)

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Customer & Place	H&G_sav6	Homes & Regeneration	Housing Strategy	The delivery of 250 homes across 3 schemes. Units will be funded through Housing Revenue Account borrowing and delivered in 2025/26. Provision of this affordable supply will result in increased temporary accommodation cost avoidance and a general fund benefit.	Cost avoidance	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.	0	(77)	0	(150)	0	0	(227)
Customer & Place	H&G_sav6b	Homes & Regeneration	Housing Strategy	Delivery of 60 affordable homes on Fosters Estate	Cost avoidance	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.	0	(145)	(150)	0	0	0	(295)
Customer & Place	H&G_sav6c	Homes & Regeneration	Housing Strategy	Basing Way - 46 homes resulting in Temporary Accommodation cost avoidance	Cost avoidance	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.	(217)	0	0	0	0	0	(217)
Customer & Place	H&G_sav5	Homes & Regeneration	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.	Cost avoidance	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.	0	0	(54)	0	0	0	(54)
Customer & Place	H&G_inc7	Homes & Regeneration	Housing Strategy	Income received as dividends on completion of the additional 72 homes for affordable rent built by Open Door Homes.	Income generation	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.	0	0	(22)	0	0	0	(22)
Customer & Place	H&G_sav4	Homes & Regeneration	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.	Cost avoidance	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.	0	(94)	(288)	0	0	0	(382)
Customer & Place	H&G_sav3	Homes & Regeneration	Housing Strategy	Buyback of properties through GLA Buyback grant, which the council will use for temporary accommodation.	Cost avoidance	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.	(217)	(48)	0	0	0	0	(265)
Customer & Place	H&G_sav2	Homes & Regeneration	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.	Cashable efficiency	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.	(120)	0	0	0	0	0	(120)
Customer & Place	C&P_sav1	Resources & Effective Council	Commercial	Commercial team - partnership (cost of clienting major contracts)	Cashable efficiency	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)	0	0	0	0	0	(80)
Customer & Place	C&P_sav4	Resources & Effective Council	Programme, Performance & Risk	Targeted efficiencies across the Performance, Programmes and Risk service	Cashable efficiency	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.	(59)	0	0	0	0	0	(59)

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Customer & Place	ENV27	Environment & Climate Change	Highways	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.	Income generation	As required by the specific Legislation related to this area of activity.	Improved safety on the Public Highway	Positive impact on highway users through the management of illegal skips on the highway	The need for an equality impact assessment (EqIA) will be kept under review as the proposal develops and carried out if required.	(25)	0	0	0	0	0	(25)
Customer & Place	SSOP1	Environment & Climate Change	Street Scene	500+ EV charge points installed in residential roads.	Income generation	Consultation will be in the form of Section 17 Notices and Traffic Management Order Process	Improving the EV Infrastructure as more EV charge points available	Increased for EV drivers, although those not thinking of transitioning anytime soon may think negatively.	Sites and solutions carefully selected to minimise impacts, whilst addressing active requests and supporting the Council ambitions to achieve NetZero.	71	(126)	(310)	0	0	0	(365)
Customer & Place	SSOP2	Environment & Climate Change	Street Scene	Commercial income generation pilot - Grounds Maintenance & Street Cleansing	Income generation	Part of existing annual fees and charges consultation and governance mechanism.	No major impact, staff capacity and training will be enhanced.	Possible positive impact by offering additional services	No, as no new fundamental changes to service offer or charge application parameters.	(17)	(20)	(30)	0	0	0	(67)
Customer & Place	SSOP5	Environment & Climate Change	Environment & Climate Change	Cease COVID litter picking arrangements in parks.	Cost avoidance	No service specific consultation is required	Potential negative effect on satisfaction in the short term resulting from any change to existing arrangements.	Potential negative effect on satisfaction in the short term resulting from any change to existing arrangements.	An EqIA is not required	(124)	0	0	0	0	0	(124)
Customer & Place	HWOP3	Environment & Climate Change	Highways	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.	Income generation	Already approved by Council at Environment & Climate Change Cabinet Meeting on 18 Jul 2023	Requires recruitment of additional resource to deliver but offset by additional income	Cost of damage to be covered by those responsible leaving more reactive funding to respond to customer enquiries should be broadly welcomed.	An EqIA is not required.	(50)	0	0	0	0	0	(50)
Customer & Place	HWOP4	Environment & Climate Change	Highways	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	Income generation	No public consultation required. Highways SMT to work with Central Insurance Team.	Recovery of costs to repair the Highway from 3rd part damage can be utilised for other Highway improvements	Cost of damage to be covered by those responsible leaving more reactive funding to respond to customer enquiries should be broadly welcomed.	An EqIA is not required.	(75)	0	0	0	0	0	(75)
Customer & Place	C&P1	Environment & Climate Change	Customer and Place	Realising opportunities to deliver potential efficiencies arising from the creation of the Customer & Place Directorate by working together and delivering services differently. The Customer & Place Directorate consolidated the Growth & Corporate, Street Scene, Highways, key Re Services and CSG Estates functions.	Cashable efficiency	Service specific consultation will be undertaken as required.	The saving will have a positive impact on service delivery	This saving will not have an adverse impact on customer satisfaction.	A view will be taken on EqIAs as specific proposals are identified	(50)	(200)	0	0	0	0	(250)
Customer & Place	C&P2	Environment & Climate Change	Customer and Place	Identifying opportunities to deliver potential efficiency savings by implementing new operating models that consolidate cross-service operations and processes that currently interface from different Directorates. The suggested areas of focus are: -interface between Grounds Maintenance and Catereries teams -interface between Street Scene and BELS on Passenger Transport -consolidated enforcement activity -Highways insurance claims -interface between Grounds Maintenance and Green Spaces teams	Cashable efficiency	Service specific consultation will be undertaken as required.	The saving will have a positive impact on service delivery	This saving will not have an adverse impact on customer satisfaction.	A view will be taken on EqIAs as specific proposals are identified	(150)	(150)	0	0	0	0	(300)
Customer & Place	HWOP5	Environment & Climate Change	Highways	Highways Investment Strategy Efficiencies	Cashable efficiency	No service specific consultation required	No Impact	No Impact	An EqIA is not required.	(768)	0	0	0	0	0	(768)
Customer & Place	CIL3	Resources & Effective Council	CIL	Explore options of Estates revenue funding that can be funded from CIL including operational running costs.	Other external funding	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.	(1,654)	0	0	0	0	0	(1,654)
Customer & Place	CIL4	Resources & Effective Council	CIL	Explore options of Employment Skills & Economic Development revenue funding that can be funded from CIL including operational running costs.	Other external funding	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.	(799)	0	0	0	0	0	(799)

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Customer & Place	SS06	Environment & Climate Change	Street Scene	Introduce chargeable dispensation parking product which will allow a vehicle to park in a controlled parking area when they would not ordinarily be able to e.g. contractors and utilities companies may request this while they are undertaking in an adjacent road or area.	Income generation	Part of existing annual fees and charges consultation and governance mechanism.	Marginal staff resource impact should stock piling risk be realised.	Possible negative perception and risk of stock piling purchases up to upper limit prior to fee changes.	As part of the annual fees and charges process.	(10)	(25)	0	0	0	0	(35)
Customer & Place	SS10	Resources & Effective Council	Street Scene	Explore options of use of Neighbourhood CIL to support street cleansing services	Other external funding	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.	(200)						(200)
Customer & Place	H&G_sav13	Resources & Effective Council	Growth & Housing	CIL admin (Worked out as 5% of income, using the increase next year for eligible expenditure).	Cashable efficiency	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.	(400)						(400)
Customer & Place	ESTS5	Resources & Effective Council	Estates	Reducing staff parking by 50 spaces	Income Generation	Changes to parking arrangements will be communicated with staff as and when 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)	0	0	0	0	0	(50)
Customer & Place	ESTS6	Resources & Effective Council	Estates	Letting out a third floor of the Colindale office.	Income Generation	No service specific consultation required	This saving is anticipated to impact on service delivery. But, this could be minimal, as long as managers plan and coordinate when staff need to be in the office	This saving will not have an adverse. An EqlA is not required. Impact on customer satisfaction.	An EqlA is not required.	0	(300)	0	0	0	0	(300)
Customer & Place	SS07	Resources & Effective Council	Street Scene	Uplift visitor parking permit fee that are sold to residents for use by their guests/visitors to park in areas where parking controls are in place.	Income Generation	Part of existing annual fees and charges consultation and governance mechanism.	This saving is not anticipated to impact on service delivery.	Possible negative perception	As part of the annual fees and charges process.	(100)	0	0	0	0	0	(100)
Customer & Place	SS08	Resources & Effective Council	Street Scene	Review bin provision (size)/ Policy	Income Generation	Yes, consultation will be required	This saving is not anticipated to impact on service delivery.	Potential negative impact in short term	An EQIA will be required as part of any policy change.	0	(100)	(200)	0	0	0	(300)
Customer & Place	SS09	Resources & Effective Council	Street Scene	Enhance biodiversity by reducing grass cutting on average to eight times a year	Cashable efficiency	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. We are not anticipating that this will make some places less accessible to disabled persons. We are considering different grass cutting approaches but this will include the cutting of pathways and access routes through areas that are allowed to grow longer.	0	(75)	0	0	0	0	(75)
TOTAL										(7,504)	(3,652)	(3,333)	(1,249)	(1,821)	(460)	(18,020)

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Public Health	PR1	Health & Wellbeing	Intelligence and Insight	General fund contribution to Intelligence and Insight and Health, Safety and Wellbeing Team.	Other External Funding	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.	(54)	(20)	(20)	(20)	(20)	(15)	(149)
TOTAL										(54)	(20)	(20)	(20)	(20)	(15)	(149)

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Strategy & Resources	Re001	Resources & Effective Council	Treasury	A budget exists for early retirement costs for teachers which has tapering costs based on activity. This saving is due to budget that can be released based on average current costs.	Cost avoidance	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.	(437)	0	0	0	0	0	(437)
Strategy & Resources	Re008	Resources & Effective Council	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.	Cashable efficiency	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.	(68)	0	0	0	0	0	(68)
Strategy & Resources	Re010	Resources & Effective Council	Increased use of technology	Review of licenses across the organisation due to retiring legacy systems	Cashable efficiency	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.	0	(300)	0	0	0	0	(300)
Strategy & Resources	Re011	Resources & Effective Council	Live Unlimited	Operations Director - Salary recharge to Live unlimited	Cashable efficiency	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.	(30)	(30)	0	0	0	0	(60)
Strategy & Resources	C&P3	Resources & Effective Council	Customer and Place	Review Financial support to voluntary sector	Cashable efficiency	Engagement with the voluntary sector partners is underway and will continue as proposals develop. The impact of any funding allocation/budget change on the organisations (and then onwards to community groups and residents) will be established through that engagement. We would expect to be able to undertake an EqlA in due course as proposals become clear[er].	Impact on service delivery will be assessed once proposals have been developed further	Impact on customer satisfaction will be assessed once proposals have been developed further	EqlA requirements will be assessed once proposals have been developed further	(200)						(200)
TOTAL										(735)	(330)	0	0	0	0	(1,065)

Directorate	Line Ref	Cabinet Brief	Opportunity Area	Description of Saving	Saving Category	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/equality-impact-assessments-2024-25	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Cross-Council	CS2	Resources & Effective Council	Senior Management Review	Senior Management Review	Cashable efficiency	Consultation requirements will be assessed once proposals have been developed further	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	EqIA requirements will be assessed once proposals have been developed further	(500)	0	0	0	0	0	(500)
Cross-Council	CS4	Resources & Effective Council	Digital Transformation	8 digital propositions are being taken forward to the next stage of due diligence. 1. Using data to pre-empt demand for adults services in the next 1-3 years before they make contact; 2. Developing a 'live' Single Citizen View, that can be used to check eligibility for Single Person Discount for Council Tax and detect potential fraud; 3. Combining data from multiple council systems, health organisations and schools to detect House in Multiple Occupancy (HMO) fraud; 4. Providing ultra-rapid DC electric vehicle charging points in public locations such as car parks, shopping centres, and high traffic roads etc to provide the required infrastructure to the community; 5. Moving to a pre-emptive pro-active model that reduces cost of Domiciliary Care packages and pre-empts escalating care needs; 6. Placing cameras on fleet vehicles to automatically monitor and record highways incl. potholes, signage, overgrowing vegetation. 7. Stopping financial leakage by using analytics capabilities against policies to identify anomalies to ensure that the correct services are being provided; and 8. Using automated simple email and text reminders to remind people behind on debt payments and for automatic renewals.	Cashable efficiency	Consultation requirements will be assessed once proposals have been developed further	This saving is anticipated to positively impact on service delivery.	This saving is anticipated to positively impact customer satisfaction.	EqIA requirements will be assessed once proposals have been developed further	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(12,000)
Cross-Council	CS5	Resources & Effective Council	Pensions	Temporary reduction in employer contribution	Cashable efficiency	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.	(6,400)	0	6,400	0	0	0	0
Cross-Council	CS6	Resources & Effective Council	Staffing	Reduce establishment across the organisation	Cashable efficiency	Consultation requirements will be assessed once proposals have been developed further	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	EqIA requirements will be assessed once proposals have been developed further. HR policies will be followed.	(2,000)	0	0	0	0	0	(2,000)
TOTAL										(10,900)	(2,000)	4,400	(2,000)	(2,000)	(2,000)	(14,500)

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MTFS 2024-2030 - Service Pressures

Department	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Assurance	495	0	0	0	0	0	495
Children and Family Services	7,427	639	869	0	0	0	8,935
Communities, Adults and Health	23,993	87	0	0	0	0	24,079
Customer & Place	6,244	2,503	3,192	659	412	69	13,080
Public Health	600	0	0	0	0	0	600
Strategy & Resources	3,778	420	438	240	29	0	4,905
Sub-total	42,537	3,649	4,499	899	441	69	52,094
Additional pressures provided for future years	0	11,351	10,501	14,101	14,559	14,931	65,444
TOTAL	42,537	15,000	15,000	15,000	15,000	15,000	117,537

Department	Ref.	Service	Description	Pressure Category	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000	One-Off / On-going
Assurance	ASSP1	Community Safety	The Prevent co-ordinator undertakes statutory duties. The council currently received funding for this post from Central Government. Post funding will end in March 2024, but the statutory responsibility remains with Barnet council. The existing post requires based budget funding if it is to continue.	Income Challenge	78	0	0	0	0	0	78	On-going
Assurance	ASSP2	Community Safety	CST FPN challenge The pressure largely relates to fewer Fixed Penalty Notices generated by the Community Safety team than original forecast. • Officer time has also been diverted to wider council priorities, so expected targets are proving challenging under current arrangements. • No drawdown from contingency budget awarded for Hubs and walks is reflected within this.	Income Challenge	417	0	0	0	0	0	417	On-going
TOTAL					495	0	0	0	0	0	495	

Department	Ref.	Service	Description	Pressure Category	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000	One-Off / On-going
Children and Family Services	CFS1	Corporate Parenting and Disability	External residential increase in market costs and numbers and complexity of young people supported	Market costs	4,100	0	0	0	0	0	4,100	On-going
Children and Family Services	CFS3	Corporate Parenting and Disability	Increased use of Independent Fostering Agencies	Demand	1,400	0	0	0	0	0	1,400	On-going
Children and Family Services	CFS5	Corporate Parenting and Disability	Section 17 - Social Care Placements	Market costs	300	0	0	0	0	0	300	On-going
Children and Family Services	CFS8	BELS	Risk of NEET (Not in Education, Employment or Training) Programme due to S106 funding not being assured	Income challenge	250	0	0	0	0	0	250	On-going
Children and Family Services	CFS9	Assessment, Intervention and Planning	Section 17 - Children in Need (AIP)	Demand	430	0	0	0	0	0	430	On-going
Children and Family Services	CFS11	YOT, Risk and Vulnerability	Emergency Duty Team (in-house or external)	Market costs	120	0	0	0	0	0	120	On-going
Children and Family Services	CFS12	Libraries	Libraries - staffing budget not currently at the midpoint for the agreed establishment	Market costs	87	0	0	0	0	0	87	On-going
Children and Family Services	CFS13	Libraries	Libraries - unachievable income for the whole service	Income challenge	76	0	0	0	0	0	76	On-going
Children and Family Services	CFS15	SEND Regional Funding - PRESSURE	Additional Pressure as linked to a saving	Demand	0	0	30	0	0	0	30	On-going
Children and Family Services	CFS16	Early Help 0-19	Additional security costs for Child Protection Conferences	Market costs	25	0	0	0	0	0	25	on-going
Children and Family Services	CFS17	Education Skills	Home to school transport cost pressure as a result of rising Education and Health Care Plans	Demand	308	308	308	0	0	0	924	on-going
Children and Family Services	CFS18	Children with disabilities	Respite & Home Support Pressures in costs and numbers of young people supported.	Demand	145	145	145	0	0	0	435	on-going
Children and Family Services	CFS20	Placements	Residence Orders & Special Guardianship Cohort size increases.	Demand	186	186	186	0	0	0	558	on-going
Children and Family Services	CFS21	Education, Strategy and Partnership	ISS School Catering - contract extension / renegotiation	Income challenge	0	0	200	0	0	0	200	One-off
TOTAL					7,427	639	869	0	0	0	8,935	

Department	Ref.	Service	Description	Pressure Category	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000	One-Off / On-going
Communities, Adults and Health	Adults1	Integrated Care	Placements over 25s- Full Year effect and growth and complexity	Demand	12,262	0	0	0	0	0	12,262	On-going
Communities, Adults and Health	Adults3	Integrated Care	Placements 18-25 - Full year effect and growth	Demand	3,500	0	0	0	0	0	3,500	On-going
Communities, Adults and Health	Adults10	Workforce	Prevention Team	Market costs	400	0	0	0	0	0	400	On-going
Communities, Adults and Health	Adults11	Coroners	Coroners Pressure	Market costs	200	0	0	0	0	0	200	On-going
Communities, Adults and Health	Adults13	Cemeteries and crematoriums	Cemeteries and crematoriums	Income challenge	900	0	0	0	0	0	900	on-going
Communities, Adults and Health	Adults15	Environment Management	Mortuary Service	Market costs	79	87	0	0	0	0	165	On-going
Communities, Adults and Health	Adults19	Greenspaces and Leisure	Parks and open spaces maintenance	Market costs	50	0	0	0	0	0	50	On-going
Communities, Adults and Health	Adults20	Greenspaces and Leisure	Playground Maintenance	Market costs	30	0	0	0	0	0	30	On-going
Communities, Adults and Health	Adults21	Greenspaces and Leisure	Application process for all Events in Parks.	Market costs	30	0	0	0	0	0	30	On-going
Communities, Adults and Health	Adults22	Integrated Care - Older Adults	Inflation - over 25s (above corporate funding)	Market costs	855	0	0	0	0	0	855	On-going
Communities, Adults and Health	Adults23	Integrated Care - Older Adults	Growth in number and unit costs - over 25s	Demand	3,553	0	0	0	0	0	3,553	On-going
Communities, Adults and Health	Adults24	Integrated Care - Older Adults	Growth in complexity - over 25s	Demand	1,494	0	0	0	0	0	1,494	On-going
Communities, Adults and Health	Adults25	Integrated Care - 18-25	Growth - 18-25s	Demand	550	0	0	0	0	0	550	On-going
Communities, Adults and Health	Adults26	Prevention	Inflation - VCS contracts	Market costs	90	0	0	0	0	0	90	On-going
TOTAL					23,993	87	0	0	0	0	24,079	

Department	Ref.	Service	Description	Pressure Category	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000	One-Off / On-going
Customer & Place	SSP04	Street Scene	Introduction of new food waste service	Demand	0	0	2,000	0	0	0	2,000	On-going
Customer & Place	SSP09	Street Scene	Increased Operating Cost Electric Vehicles (Street Scene's own fleet)	Market costs	100	0	0	0	0	0	100	On-going
Customer & Place	SSP10	Street Scene	Replacement for the Street Scene system that links calls and e-mails from residents to front line officers who dealt with street scene issues.	Market costs	150	0	0	0	0	0	150	On-going
Customer & Place	SSP11	Street Scene	Mobile Phones for front line staff	Market costs	36	0	0	0	0	0	36	On-going
Customer & Place	SSP12	Street Scene	Jolt Charge - Pressure income reduced by £1500 per site	Market costs	0	0	0	0	90	0	90	On-going
Customer & Place	SSP13	Street Scene	Parking Income (CPZ programme incl MRP and Interest costs)	Invest to save	378	0	0	0	0	0	378	On-going
Customer & Place	HWP01	Highways	IT Licences and IT Equipment	Market costs	75	0	0	0	0	0	75	On-going
Customer & Place	HWP02	Highways	IT Licences - Confirm (capital support ending) (Nov24)	Market costs	180	0	0	0	0	0	180	On-going
Customer & Place	HGFPRES2	Housing and Regeneration	Rising Temporary Accommodation (TA) costs not met by increased TA Rental (supply/demand)	Demand	1,895	2,240	1,166	659	321	0	6,281	On-going
Customer & Place	HGFPRES3	Housing and Regeneration	Breakfast for Temporary Accommodation in hotels with no access to cooking facilities	Market costs	179	0	0	0	1	1	181	On-going
Customer & Place	HGFPRES4	Housing and Regeneration	Increased staff for Temporary Accommodation Prevention and Contract change notices to support administrative costs not fully funded through homelessness grants.	Demand	1,043	62	0	0	0	68	1,173	On-going
Customer & Place	ESTP1	Estates	Fire Safety Pressure	Market costs	50	0	0	0	0	0	50	on-going
Customer & Place	ESTP2	Estates	Increased Planned Maintenance pressure	Market costs	100	100	0	0	0	0	200	On-going
Customer & Place	ESTP3	Estates	Caretakers Houses condition surveys and works	Market costs	20	0	0	0	0	0	20	On-going
Customer & Place	ESTP4	Estates	Consultancy Fees for Land Transaction	Market costs	50	0	0	0	0	0	50	On-going
Customer & Place	PBCP1	Housing and Regeneration	Planning, Building Control and Land Charges Income Pressure	Income challenge	1,634	0	0	0	0	0	1,634	On-going
Customer & Place	DIGI1	Commercial and Customer	The Digital Inclusion officer post is funded until 31 March 2024. Following this date there is no on-going funded. This post delivers important activities to tackle inequality in the borough specifically targeted digital inclusion initiatives. The role works with VCS and other stakeholders co-ordinating activities and targeting interventions for and with residents. A key role with health partners, this is seen as a core role on-going rather than project funded as the issues and impact of digital inclusion are longer term and wide reaching.	Market costs	75	0	0	0	0	0	75	On-going
Customer & Place	HGF3 - PRESSURE	Housing and Regeneration	Bespoke incentive offer (80 additional larger units)	Invest to save	160	0	0	0	0	0	160	On-going
Customer & Place	H&G_pres1	Housing Strategy	Change notices and Temporary Accommodation support increased costs	Market costs	94	75	0	0	0	0	169	On-going
Customer & Place	H&G_pres2	Housing General Fund	Increase in Landlord incentives package	Market costs	26	26	26	0	0	0	78	On-going
TOTAL					6,244	2,503	3,192	659	412	69	13,080	

Department	Ref.	Service	Description	Pressure Category	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000	One-Off / On-going
Public Health	PH1	Healthy Child Programme	Healthy Child Programme has been underfunded and it is currently not able to deliver to its service specification. Furthermore, as private provider, no Agenda for Change uplift has been received from the NHS. Negotiations are in place to agree a way forward. Providers are requesting additional 1.2m investment.	Market Costs	600	0	0	0	0	0	600	On-going
				TOTAL	600	0	0	0	0	0	600	

Department	Ref.	Service	Description	Pressure Category	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000	One-Off / On-going
Strategy & Resources	S&R1	Revs and Bens	Housing Benefits Payments is facing a net pressure resulting from the gap between Temporary Accommodation expenditure and the recoverable subsidy income. Future year pressure is reduced by Targeted acquisitions of affordable homes through Open Door Homes (subsidised with grant)	Demand	3,324	(500)	(500)	(250)	0	0	2,074	On-going
Strategy & Resources	S&R2	Treasury	Financing costs of targeted acquisitions of affordable homes through Open Door Homes	Financing Costs	454	920	938	490	29	0	2,831	On-going
TOTAL					3,778	420	438	240	29	0	4,905	

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Sustainability Update

The council has an ambition to become one of London's most sustainable boroughs, including to become Net Zero as a council by 2030 and as a place by no later than 2042. This is currently being delivered through the council's sustainability programme.

A key part of this ambition is the integration of a "Sustainability budget" within the council's annual budget process. The Sustainability budget highlights the measures that are being funded in the budget to deliver the council's net zero target. In doing so, the Sustainability budget clearly visualises how the council is prioritising efforts to achieve its sustainability aims, and any challenges faced in doing so.

The council's Sustainability Programme has been split into workstreams as set out below and progress is reported through Cabinet and challenged through Overview & Scrutiny Committee:

1. Housing and Buildings
2. Renewable Energy
3. Transport
4. Waste
5. Business and Skills
6. Natural Environment
7. Community and Partnerships

In addition, we're also looking at internal factors such as the council's investment and procurement strategy and its staff and policies.

Measures and progress in 2023-24

Over the course of this year, we've made good progress towards our goals including:

- Public Sector Decarbonisation Scheme - following the award of c. £4.7m in phase 3 of the Government grant programme, officers have retrofitted 19 non-domestic Council buildings, estimated to save 11% of the Council's non-domestic building emissions.
- Caretakers Home Retrofit Pilot – following the award of a loan through the Mayors Energy Efficiency Fund, completed a deep retrofit pilot on a caretakers residence.
- Trojan Energy Charge Point Programme – following the award of £3.5m grant funding, Street Scene have installed 463 Surface Mounted Charge Points in partnership with Trojan Energy
- In partnership with Microsoft and EY, developed and launched a decision making tool to embed sustainability across the Council's decision-making processes.
- Launched the Community Tree Portal
- Launched a crowdfunding campaign for decarbonisation projects in the community. First round of funding will be awarded in November 2023.

We've also secured external funding including:

- Social Housing Decarbonisation Fund – Awarded a grant of £2.9m to retrofit up to 238 council homes.
- On street Residential ChargePoint Scheme – Awarded a grant of £5.2m to fund 60% of the installation costs for 500 lamp column charge points and 793 non-lamp column charge points.
- Innovate UK: Net Zero Living Digital Accelerator – Supported Mortar IO with an application to tackle the borough's place-based retrofit challenge by developing a retrofit resident advice tool to simulate 'whole building', optimal retrofit pathways. £270,000 funding was awarded.
- UK Shared Prosperity Fund - £47,900 secured to deliver the Citizens' Assembly on Climate Change and Biodiversity.

Alongside accessing Government grants, we have also secured external funding through borrowing, including loans through the Mayor’s Energy Efficiency Fund (MEEF), in addition to private investment.

Measures in 2024-25

The primary aim in the next financial year is to continuing delivering against our ambitions and developing a robust financing strategy that will enable us to deliver on our targets.

Work has already begun in many areas, but there is much more to do. Many of the actions identified to date are focussed on reaching our 2030 target but we know that achieving the borough target of 2042 is going to be much harder and needs to commence now.

Following the Citizen’s Assembly and Young People’s Assembly we are beginning to work in a Partnership Plan which will look to bring together synergies across partner plans. This is in its early stages and will be developed through 2024/25.

Future measures: Getting to 2042 – the borough target.

Getting to 2042 is going to need all the residents and businesses in the borough to also be Net Zero – this is much harder to achieve as some ‘can’t’ and others ‘won’t’.

We need to get plans in place now if we are to achieve this target. The Citizen’s Assembly was one of the ways in which we started this work, and during the next period we will work closely with community and faith groups to further this work.

Net zero – Capital Projects Existing Pipeline

The Capital programme already includes £36m worth of investment targeted to the delivery of net zero.

Action	Outcome of Action	Estimated Cost (£m)	Funding methods
Towards Net Zero (TNZ) All council non-domestic managed buildings to be net zero by 2030	PSDS Phase 3 - School decarbonisation - over 100 heat pumps installed across 19 schools, care takers home pilot	12.000	Salix grant funded. MEEF loan, S106, borrowing, £84k Prevention Funding
Social Housing Decarbonisation Fund (Wave 2)	Council Home decarbonisation – fabric first retrofit will be completed at 238 homes by 2025.	10.300	£2.9m grant funded, borrowing
EV 500 Project	This action will enable transition to electric vehicles	2.305	grant funded, S106, council funding
EV - Town Centre - Charge Points	Rollout of 120 Jolt charge points across town centres	3.500	grant funded, private investment
Trojan Charge Point project	Installation of 470 surface mounted charge points at 33 streets	7.090	grant funded, S106, council funding
Deliver existing Barnet's School Streets Programme (CIL)	Eight schools included in the next phase of the school streets programme to improve safety	1.000	CIL and part funded through S106
Total		£36.195	

Funding required to get to net zero.

However, it's estimated that an additional investment of £842m is required for the actions currently in the Sustainability Action Plan.

Action	Theme	Estimated Cost (£m)
Retrofit Barnet's Social Housing stock to an average of EPC-B by 2030	Housing and Buildings	500
Retrofit Barnet's Corporate estate buildings to net zero by 2030	Housing and Buildings	77
Ensure new build housing developed on behalf of the Council is at least EPC-B using sustainable methods and industry best practice standards	Housing and Buildings	0.5
Undertake pilot projects to showcase to residents, businesses and other organisations recommendations and learning from how the Council is delivering net zero	Housing and Buildings	0.5
Continue to retrofit permeable surfaces around street trees to accommodate storm water	Natural Environment and Biodiversity	0.5
Deliver district heating network in priority areas	Renewable Energy	50
Roll out of remaining EV charge points (projects yet to be scoped)	Transport	72
Deliver West London Orbital	Transport	50
Explore opportunities to improve walking and cycling infrastructure in line with the Long-Term Transport Strategy 2020-2041	Transport	13
Implementation of the Barnet Loop proposal and building of a cycle network	Transport	12
Work with residents to explore the introduction of 20mph zones	Transport	1
Transition to a fully electric fleet by 2030, where technology all	Waste and Recycling	65
Total		842

Sustainability and the Infrastructure Development Plan (IDP)

A review of the council's Infrastructure Development Plan (IDP) is underway to ensure that programmes currently in the capital programme support council priorities. This may identify funds that can be released to support sustainability projects.

Uncertainty over funded initiatives

There is currently no certainty on Government funding for capital investment beyond March 2024.

With additional funding, we could deliver additional improvements that would close the gap between our forecast and net zero emissions by 2030. Some of these options are at a very early stage of development, with costs and benefits estimated only at a high level.

Further funding would allow the council to continue its ambitious programme and build on the recent delivery of a citizen's and youth assembly, which involved engagement with 60 residents of Barnet between the ages of 12 and 90 who gave their views on how we can make Barnet more sustainable. A detailed plan is now being developed in response to the recommendations made by the Assembly.

Future funding certainty would also allow us to develop some our plans for delivery through to 2042.

Next steps

- A workshop has being arranged with LCIV (who manage London Local Government Pension Scheme) and Fund Managers with interest in investing in Net Zero Projects, taking place in October 2023.
- Ongoing monitoring of the action plan and costings – including climate adaptation / resilience
- Ongoing work through regional and national networks i.e., London Councils, London Environment Directors network, The Association of Directors of Environment, Economy, Planning & Transport, CIPFA, 3Ci, and others.
- Explore partner engagement to develop a partnership plan (possible funding opportunities e.g., Health)
- Submitted a proposal to deliver a Net Zero Neighbourhood pilot under 3Ci's programme and develop a feasibility assessment to deliver a pilot project exploring alternative investment opportunities.
- Scoping the development of a strategy to look at the opportunities around carbon offsetting.

Challenges to ourselves

- Are we considering all the right things to inform our prioritisation. i.e. cost, Financial return on investment (RoI), Social RoI, impact on Carbon Reduction?
- Are we missing anything obvious?
- Should we be doing this in a different way?
- Are there any economies of scale we can achieve (e.g. working with other LA's or Partners)?
- How can we work together effectively to ensure that the next steps are completed, as well as keeping these costs up to date?

The Local Government Association have produced a workbook to support councillors in the aim towards achieving net zero [Councillor workbook – The local path to net zero | Local Government Association](#)

Appendix E: Bad Debt write-offs

Business Rates (NNDR)

Account	Type	Liability Year	Reason for Write-off	Total Debt
1	LIABILITY	2005	LIQUIDATION	£4,884.78
2	LIABILITY	2018	LIQUIDATION	£1,685.17
3	LIABILITY	2008	GONE AWAY	£6,520.00
4	COSTS	2009	GONE AWAY	£170.00
5	LIABILITY	2009	GONE AWAY	£6,601.65
6	COSTS	2007	GONE AWAY	£167.00
7	LIABILITY	2007	GONE AWAY	£14,411.80
8	COSTS	2005	GONE AWAY	£160.00
9	LIABILITY	2005	GONE AWAY	£2,707.44
10	COSTS	2006	GONE AWAY	£165.00
11	LIABILITY	2006	GONE AWAY	£3,971.27
12	COSTS	2007	GONE AWAY	£167.00
13	LIABILITY	2007	GONE AWAY	£4,107.00
14	COSTS	2008	GONE AWAY	£167.00
15	LIABILITY	2008	GONE AWAY	£8,547.00
16	COSTS	2009	GONE AWAY	£170.00
17	LIABILITY	2009	GONE AWAY	£8,972.50
18	COSTS	2004	GONE AWAY	£211.96
19	COSTS	2004	GONE AWAY	£218.04
20	LIABILITY	2004	GONE AWAY	£1,353.37
21	COSTS	2006	GONE AWAY	£250.00
22	LIABILITY	2006	GONE AWAY	£1,065.94
23	COSTS	2007	GONE AWAY	£167.00
24	LIABILITY	2007	GONE AWAY	£1,132.20
25	COSTS	2008	GONE AWAY	£167.00
26	LIABILITY	2008	GONE AWAY	£2,356.20
27	COSTS	2006	GONE AWAY	£105.00
28	LIABILITY	2006	GONE AWAY	£300.00
29	COSTS	2007	GONE AWAY	£167.00
30	LIABILITY	2007	GONE AWAY	£2,220.00
31	COSTS	2008	GONE AWAY	£167.00
32	LIABILITY	2008	GONE AWAY	£2,310.00
33	COSTS	2009	GONE AWAY	£170.00
34	LIABILITY	2009	GONE AWAY	£797.26
35	COSTS	2010	GONE AWAY	£170.00
36	LIABILITY	2010	GONE AWAY	£1,986.09
37	COSTS	2008	GONE AWAY	£167.00
38	LIABILITY	2008	GONE AWAY	£105,336.00
39	COSTS	2009	GONE AWAY	£170.00
40	LIABILITY	2009	GONE AWAY	£63,924.33
41	COSTS	2003	GONE AWAY	£100.00
42	LIABILITY	2003	GONE AWAY	£1,962.71

43	COSTS	2004	GONE AWAY	£160.00
44	LIABILITY	2004	GONE AWAY	£2,234.40
45	LIABILITY	2005	GONE AWAY	£613.70
46	COSTS	2005	UNCOLLECTABLE	£160.00
47	LIABILITY	2005	UNCOLLECTABLE	£14,550.01
48	COSTS	2006	UNCOLLECTABLE	£165.00
49	LIABILITY	2006	UNCOLLECTABLE	£17,586.71
50	COSTS	2007	UNCOLLECTABLE	£167.00
51	LIABILITY	2007	UNCOLLECTABLE	£21,540.92
52	COSTS	2008	UNCOLLECTABLE	£167.00
53	LIABILITY	2008	UNCOLLECTABLE	£24,486.00
54	COSTS	2009	UNCOLLECTABLE	£170.00
55	LIABILITY	2009	UNCOLLECTABLE	£15,423.00
56	LIABILITY	2020	ADMINSTRATION	£17,438.68
57	LIABILITY	2021	ADMINSTRATION	£11,850.22
58	LIABILITY	2009	GONE AWAY	£6,510.00
59	LIABILITY	2004	GONE AWAY	£2,368.00
60	COSTS	2005	GONE AWAY	£160.00
61	LIABILITY	2005	GONE AWAY	£4,322.33
62	COSTS	2006	GONE AWAY	£165.00
63	COSTS	2005	GONE AWAY	£160.00
64	LIABILITY	2005	GONE AWAY	£3,486.00
65	COSTS	2006	GONE AWAY	£167.00
66	LIABILITY	2006	GONE AWAY	£1,772.00
67	COSTS	2007	GONE AWAY	£167.00
68	LIABILITY	2007	GONE AWAY	£1,864.80
69	COSTS	2008	GONE AWAY	£167.00
70	LIABILITY	2008	GONE AWAY	£3,880.80
71	COSTS	2004	GONE AWAY	£260.00
72	LIABILITY	2004	GONE AWAY	£3,453.86
73	LIABILITY	2005	GONE AWAY	£1,551.57
74	COSTS	2004	GONE AWAY	£160.00
75	LIABILITY	2004	GONE AWAY	£2,610.11
76	LIABILITY	2005	GONE AWAY	£2,574.20
77	COSTS	2006	GONE AWAY	£165.00
78	LIABILITY	2006	GONE AWAY	£15,607.04
79	COSTS	2011	GONE AWAY	£170.00
80	LIABILITY	2011	GONE AWAY	£2,293.06
81	COSTS	2012	GONE AWAY	£170.00
82	LIABILITY	2012	GONE AWAY	£2,662.66
83	COSTS	2013	GONE AWAY	£170.00
84	LIABILITY	2013	GONE AWAY	£1,273.80
85	COSTS	2007	GONE AWAY	£167.00
86	LIABILITY	2007	GONE AWAY	£2,708.40
87	COSTS	2008	GONE AWAY	£167.00
88	LIABILITY	2008	GONE AWAY	£1,729.52
89	COSTS	2008	GONE AWAY	£170.00

90	LIABILITY	2008	GONE AWAY	£378.34
91	LIABILITY	2011	GONE AWAY	£1,747.73
92	COSTS	2005	GONE AWAY	£160.00
93	LIABILITY	2005	GONE AWAY	£2,527.00
94	COSTS	2007	GONE AWAY	£167.00
95	LIABILITY	2007	GONE AWAY	£3,521.07
96	COSTS	2006	GONE AWAY	£165.00
97	LIABILITY	2006	GONE AWAY	£3,321.69
98	COSTS	2007	GONE AWAY	£167.00
99	LIABILITY	2007	GONE AWAY	£3,746.53
100	COSTS	2008	GONE AWAY	£167.00
101	LIABILITY	2008	GONE AWAY	£4,204.20
102	COSTS	2009	GONE AWAY	£170.00
103	LIABILITY	2009	GONE AWAY	£3,325.24
104	LIABILITY	2005	GONE AWAY	£6,092.99
105	LIABILITY	2005	DISSOLVED	£18,444.59
106	LIABILITY	2009	DISSOLVED	£275.99
107	LIABILITY	2010	DISSOLVED	£1,699.03
108	LIABILITY	2011	DISSOLVED	£1,905.20
109	LIABILITY	2012	DISSOLVED	£1,980.00
110	LIABILITY	2013	DISSOLVED	£2,032.80
111	LIABILITY	2014	DISSOLVED	£2,072.40
112	LIABILITY	2015	DISSOLVED	£2,112.00
113	LIABILITY	2016	DISSOLVED	£2,129.60
114	LIABILITY	2017	DISSOLVED	£2,280.80
115	LIABILITY	2018	DISSOLVED	£2,525.42
116	LIABILITY	2019	DISSOLVED	£2,841.86
117	LIABILITY	2020	DISSOLVED	£3,293.40
118	LIABILITY	2021	DISSOLVED	£1,308.34
119	COSTS	2004	GONE AWAY	£165.00
120	LIABILITY	2004	GONE AWAY	£2,186.00
121	COSTS	2005	GONE AWAY	£160.00
122	LIABILITY	2005	GONE AWAY	£3,920.13
123	LIABILITY	2005	GONE AWAY	£561.16
124	LIABILITY	2006	GONE AWAY	£5,520.75
125	COSTS	2007	GONE AWAY	£167.00
126	LIABILITY	2007	GONE AWAY	£5,661.00
127	COSTS	2008	GONE AWAY	£167.00
128	LIABILITY	2008	GONE AWAY	£5,858.22
129	COSTS	2005	GONE AWAY	£160.00
130	LIABILITY	2005	GONE AWAY	£2,282.83
131	COSTS	2006	GONE AWAY	£497.00
132	LIABILITY	2006	GONE AWAY	£1,353.93
133	LIABILITY	2006	GONE AWAY	£1,967.20
134	LIABILITY	2006	GONE AWAY	£1,571.29
135	COSTS	2007	GONE AWAY	£170.00
136	LIABILITY	2007	GONE AWAY	£7,428.97

137	LIABILITY	2008	GONE AWAY	£8,388.78
138	LIABILITY	2009	GONE AWAY	£8,972.50
139	LIABILITY	2010	GONE AWAY	£8,073.00
140	LIABILITY	2011	GONE AWAY	£4,129.47
141	LIABILITY	2009	GONE AWAY	£4,058.58
142	COSTS	2010	GONE AWAY	£170.00
143	LIABILITY	2010	GONE AWAY	£5,965.01
144	COSTS	2011	GONE AWAY	£170.00
145	LIABILITY	2011	GONE AWAY	£5,253.43
146	COSTS	2005	GONE AWAY	£165.00
147	LIABILITY	2005	GONE AWAY	£4,630.55
148	LIABILITY	2006	GONE AWAY	£2,395.26
149	LIABILITY	2006	GONE AWAY	£2,453.00
150	LIABILITY	2007	GONE AWAY	£8,658.00
151	LIABILITY	2008	GONE AWAY	£148.09
152	COSTS	2005	GONE AWAY	£170.00
153	LIABILITY	2005	GONE AWAY	£436.60
154	COSTS	2006	GONE AWAY	£165.00
155	LIABILITY	2006	GONE AWAY	£1,613.40
156	LIABILITY	2007	GONE AWAY	£2,822.40
157	LIABILITY	2008	GONE AWAY	£489.87
158	COSTS	2005	GONE AWAY	£165.00
159	LIABILITY	2005	GONE AWAY	£84.77
160	LIABILITY	2006	GONE AWAY	£2,056.75
161	COSTS	2007	GONE AWAY	£167.00
162	LIABILITY	2007	GONE AWAY	£2,109.00
163	COSTS	2008	GONE AWAY	£167.00
164	LIABILITY	2008	GONE AWAY	£2,194.50
165	COSTS	2009	GONE AWAY	£170.00
166	LIABILITY	2009	GONE AWAY	£2,303.75
167	COSTS	2010	GONE AWAY	£170.00
168	LIABILITY	2010	GONE AWAY	£1,011.18
169	COSTS	2011	GONE AWAY	£170.00
170	LIABILITY	2011	GONE AWAY	£2,709.22
171	COSTS	2012	GONE AWAY	£170.00
172	LIABILITY	2012	GONE AWAY	£3,068.60
173	COSTS	2013	GONE AWAY	£170.00
174	LIABILITY	2013	GONE AWAY	£3,155.70
175	COSTS	2014	GONE AWAY	£170.00
176	LIABILITY	2014	GONE AWAY	£1,888.25
177	LIABILITY	2009	GONE AWAY	£5,121.53
178	LIABILITY	2010	GONE AWAY	£4,073.72
179	COSTS	2011	GONE AWAY	£170.00
180	LIABILITY	2011	GONE AWAY	£7,843.22
181	COSTS	2012	GONE AWAY	£170.00
182	LIABILITY	2012	GONE AWAY	£8,775.00
183	COSTS	2013	GONE AWAY	£170.00

184	LIABILITY	2013	GONE AWAY	£2,270.76
185	LIABILITY	2007	GONE AWAY	£6,259.50
186	COSTS	2008	GONE AWAY	£167.00
187	LIABILITY	2008	GONE AWAY	£6,075.62
188	COSTS	2009	GONE AWAY	£170.00
189	LIABILITY	2009	GONE AWAY	£12,124.25
190	LIABILITY	2009	GONE AWAY	£5,812.84
191	LIABILITY	2009	GONE AWAY	£6,125.20
192	LIABILITY	2009	GONE AWAY	£1,671.45
193	COSTS	2011	GONE AWAY	£170.00
194	LIABILITY	2011	GONE AWAY	£5,133.64
195	COSTS	2012	GONE AWAY	£170.00
196	LIABILITY	2012	GONE AWAY	£5,839.50
197	COSTS	2013	GONE AWAY	£170.00
198	LIABILITY	2013	GONE AWAY	£6,005.25
199	COSTS	2014	GONE AWAY	£170.00
200	LIABILITY	2014	GONE AWAY	£6,145.50
201	COSTS	2015	GONE AWAY	£170.00
202	LIABILITY	2015	GONE AWAY	£6,285.75
203	COSTS	2016	GONE AWAY	£170.00
204	LIABILITY	2016	GONE AWAY	£6,336.75
205	COSTS	2017	GONE AWAY	£170.00
206	LIABILITY	2017	GONE AWAY	£6,846.39
207	COSTS	2018	GONE AWAY	£170.00
208	LIABILITY	2018	GONE AWAY	£7,555.22
209	COSTS	2019	GONE AWAY	£170.00
210	LIABILITY	2019	GONE AWAY	£8,472.16
211	LIABILITY	2010	GONE AWAY	£4,378.39
212	LIABILITY	2011	GONE AWAY	£2,862.11
213	LIABILITY	2010	GONE AWAY	£965.00
214	COSTS	2011	GONE AWAY	£170.00
215	LIABILITY	2011	GONE AWAY	£3,251.91
216	COSTS	2012	GONE AWAY	£170.00
217	LIABILITY	2012	GONE AWAY	£6,277.81
218	COSTS	2013	GONE AWAY	£170.00
219	LIABILITY	2013	GONE AWAY	£7,738.50
220	COSTS	2014	GONE AWAY	£170.00
221	LIABILITY	2014	GONE AWAY	£2,972.18
222	COSTS	2007	GONE AWAY	£167.00
223	LIABILITY	2007	GONE AWAY	£4,958.61
224	LIABILITY	2008	GONE AWAY	£2,116.10
225	LIABILITY	2008	GONE AWAY	£5,366.79
226	COSTS	2007	GONE AWAY	£167.00
227	LIABILITY	2007	GONE AWAY	£1,051.04
228	LIABILITY	2008	GONE AWAY	£2,803.40
229	COSTS	2009	GONE AWAY	£170.00
230	LIABILITY	2009	GONE AWAY	£2,764.50

231	LIABILITY	2008	DISSOLVED	£10,161.15
232	LIABILITY	2009	GONE AWAY	£5,638.45
233	COSTS	2007	GONE AWAY	£167.00
234	LIABILITY	2007	GONE AWAY	£1,369.00
235	LIABILITY	2008	GONE AWAY	£2,988.20
236	LIABILITY	2009	GONE AWAY	£842.97
237	LIABILITY	2008	GONE AWAY	£4,148.45
238	LIABILITY	2009	GONE AWAY	£5,766.25
239	COSTS	2011	GONE AWAY	£170.00
240	LIABILITY	2011	GONE AWAY	£2,693.79
241	COSTS	2012	GONE AWAY	£170.00
242	LIABILITY	2012	GONE AWAY	£3,127.99
243	COSTS	2013	GONE AWAY	£170.00
244	LIABILITY	2013	GONE AWAY	£3,690.50
245	COSTS	2014	GONE AWAY	£170.00
246	LIABILITY	2014	GONE AWAY	£1,762.27
247	COSTS	2008	GONE AWAY	£170.00
248	LIABILITY	2008	GONE AWAY	£697.92
249	LIABILITY	2009	GONE AWAY	£7,153.75
250	COSTS	2009	DISSOLVED	£170.00
251	LIABILITY	2009	DISSOLVED	£13,699.25
252	COSTS	2010	DISSOLVED	£170.00
253	LIABILITY	2010	DISSOLVED	£20,137.98
254	COSTS	2008	GONE AWAY	£170.00
255	LIABILITY	2008	GONE AWAY	£10,480.44
256	LIABILITY	2009	GONE AWAY	£19,400.00
257	COSTS	2008	GONE AWAY	£170.00
258	LIABILITY	2008	GONE AWAY	£832.56
259	COSTS	2009	GONE AWAY	£170.00
260	LIABILITY	2009	GONE AWAY	£4,499.54
261	COSTS	2007	DISSOLVED	£170.00
262	LIABILITY	2007	DISSOLVED	£12,084.44
263	LIABILITY	2008	DISSOLVED	£20,097.00
264	LIABILITY	2009	DISSOLVED	£21,097.50
265	COSTS	2009	GONE AWAY	£170.00
266	LIABILITY	2009	GONE AWAY	£9,017.35
267	COSTS	2009	GONE AWAY	£170.00
268	LIABILITY	2009	GONE AWAY	£10,000.30
269	COSTS	2008	GONE AWAY	£170.00
270	LIABILITY	2008	GONE AWAY	£446.18
271	LIABILITY	2009	GONE AWAY	£5,589.46
272	COSTS	2009	GONE AWAY	£170.00
273	LIABILITY	2009	GONE AWAY	£5,945.57
274	COSTS	2009	DISSOLVED	£170.00
275	LIABILITY	2009	DISSOLVED	£26,560.80
276	COSTS	2008	GONE AWAY	£170.00
277	LIABILITY	2008	GONE AWAY	£7,854.00

278	LIABILITY	2009	GONE AWAY	£2,823.63
279	COSTS	2009	DISSOLVED	£170.00
280	LIABILITY	2009	DISSOLVED	£5,421.37
281	COSTS	2009	DISSOLVED	£170.00
282	LIABILITY	2009	DISSOLVED	£10,603.56
283	LIABILITY	2011	GONE AWAY	£17,279.10
284	LIABILITY	2012	GONE AWAY	£2,985.54
285	COSTS	2009	GONE AWAY	£170.00
286	LIABILITY	2009	GONE AWAY	£2,737.42
287	LIABILITY	2010	GONE AWAY	£5,071.50
288	COSTS	2011	GONE AWAY	£170.00
289	LIABILITY	2011	GONE AWAY	£5,304.25
290	COSTS	2012	GONE AWAY	£170.00
291	LIABILITY	2012	GONE AWAY	£4,164.19
292	LIABILITY	2013	GONE AWAY	£5,769.75
293	COSTS	2014	GONE AWAY	£170.00
294	LIABILITY	2014	GONE AWAY	£5,904.50
295	COSTS	2015	GONE AWAY	£170.00
296	LIABILITY	2015	GONE AWAY	£6,039.25
297	COSTS	2016	GONE AWAY	£170.00
298	LIABILITY	2016	GONE AWAY	£6,071.57
299	COSTS	2009	GONE AWAY	£170.00
300	LIABILITY	2009	GONE AWAY	£22,456.16
301	COSTS	2009	DISSOLVED	£170.00
302	LIABILITY	2009	DISSOLVED	£7,720.47
303	LIABILITY	2010	DISSOLVED	£14,593.50
304	COSTS	2011	DISSOLVED	£170.00
305	LIABILITY	2011	DISSOLVED	£12,135.54
306	LIABILITY	2011	DISSOLVED	£1,296.22
307	LIABILITY	2012	DISSOLVED	£5,423.42
308	COSTS	2009	GONE AWAY	£170.00
309	LIABILITY	2009	GONE AWAY	£255.12
310	LIABILITY	2010	GONE AWAY	£4,587.98
311	COSTS	2011	GONE AWAY	£170.00
312	LIABILITY	2011	GONE AWAY	£6,839.61
313	COSTS	2012	GONE AWAY	£170.00
314	LIABILITY	2012	GONE AWAY	£2,630.37
315	COSTS	2009	GONE AWAY	£170.00
316	LIABILITY	2009	GONE AWAY	£4,400.88
317	LIABILITY	2010	GONE AWAY	£1,034.98
318	COSTS	2009	DISSOLVED	£170.00
319	LIABILITY	2009	DISSOLVED	£6,408.64
320	COSTS	2009	GONE AWAY	£170.00
321	LIABILITY	2009	GONE AWAY	£10,460.72
322	COSTS	2010	GONE AWAY	£170.00
323	LIABILITY	2010	GONE AWAY	£11,004.30
324	COSTS	2011	GONE AWAY	£170.00

325	LIABILITY	2011	GONE AWAY	£9,321.92
326	COSTS	2008	GONE AWAY	£170.00
327	LIABILITY	2008	GONE AWAY	£2,949.17
328	LIABILITY	2009	GONE AWAY	£2,683.58
329	COSTS	2010	GONE AWAY	£170.00
330	LIABILITY	2010	GONE AWAY	£4,068.20
331	COSTS	2011	GONE AWAY	£170.00
332	LIABILITY	2011	GONE AWAY	£5,061.13
333	COSTS	2010	DISSOLVED	£170.00
334	LIABILITY	2010	DISSOLVED	£7,252.02
335	COSTS	2010	GONE AWAY	£170.00
336	LIABILITY	2010	GONE AWAY	£7,651.40
337	COSTS	2011	GONE AWAY	£170.00
338	LIABILITY	2011	GONE AWAY	£2,256.68
339	LIABILITY	2010	GONE AWAY	£3,396.01
340	COSTS	2011	GONE AWAY	£170.00
341	LIABILITY	2011	GONE AWAY	£1,654.00
342	COSTS	2010	DISSOLVED	£170.00
343	LIABILITY	2010	DISSOLVED	£10,012.07
344	COSTS	2010	GONE AWAY	£170.00
345	LIABILITY	2010	GONE AWAY	£4,658.41
346	LIABILITY	2011	GONE AWAY	£3,477.13
347	COSTS	2011	GONE AWAY	£170.00
348	LIABILITY	2011	GONE AWAY	£1,816.70
349	COSTS	2011	GONE AWAY	£170.00
350	LIABILITY	2011	GONE AWAY	£6,559.36
351	COSTS	2012	GONE AWAY	£170.00
352	LIABILITY	2012	GONE AWAY	£1,590.45
353	LIABILITY	2012	DISSOLVED	£385.14
354	LIABILITY	2013	DISSOLVED	£4,787.76
355	LIABILITY	2010	GONE AWAY	£9,424.76
356	COSTS	2011	DISSOLVED	£170.00
357	LIABILITY	2011	DISSOLVED	£2,318.98
358	COSTS	2012	DISSOLVED	£170.00
359	LIABILITY	2012	DISSOLVED	£2,692.81
360	COSTS	2013	DISSOLVED	£170.00
361	LIABILITY	2013	DISSOLVED	£1,854.09
362	LIABILITY	2011	GONE AWAY	£5,077.04
363	COSTS	2012	GONE AWAY	£170.00
364	LIABILITY	2012	GONE AWAY	£5,962.50
365	COSTS	2013	GONE AWAY	£170.00
366	LIABILITY	2013	GONE AWAY	£6,121.50
367	COSTS	2014	GONE AWAY	£170.00
368	LIABILITY	2014	GONE AWAY	£5,659.42
369	COSTS	2011	GONE AWAY	£170.00
370	LIABILITY	2011	GONE AWAY	£5,146.31
371	COSTS	2012	GONE AWAY	£170.00

372	LIABILITY	2012	GONE AWAY	£3,271.44
373	COSTS	2010	GONE AWAY	£170.00
374	LIABILITY	2010	GONE AWAY	£548.75
375	LIABILITY	2011	GONE AWAY	£3,550.60
376	COSTS	2012	GONE AWAY	£170.00
377	LIABILITY	2012	GONE AWAY	£3,690.00
378	COSTS	2013	GONE AWAY	£170.00
379	LIABILITY	2013	GONE AWAY	£3,788.40
380	COSTS	2010	GONE AWAY	£170.00
381	LIABILITY	2010	GONE AWAY	£758.45
382	LIABILITY	2011	GONE AWAY	£2,342.76
383	LIABILITY	2012	GONE AWAY	£1,776.98
384	COSTS	2013	GONE AWAY	£170.00
385	LIABILITY	2013	GONE AWAY	£354.09
386	COSTS	2010	GONE AWAY	£170.00
387	LIABILITY	2010	GONE AWAY	£1,245.05
388	LIABILITY	2011	GONE AWAY	£4,291.16
389	COSTS	2012	GONE AWAY	£170.00
390	LIABILITY	2012	GONE AWAY	£1,347.26
391	COSTS	2011	GONE AWAY	£170.00
392	LIABILITY	2011	GONE AWAY	£2,167.37
393	COSTS	2012	GONE AWAY	£170.00
394	LIABILITY	2012	GONE AWAY	£3,600.00
395	COSTS	2013	GONE AWAY	£170.00
396	LIABILITY	2013	GONE AWAY	£3,371.97
397	COSTS	2011	GONE AWAY	£170.00
398	LIABILITY	2011	GONE AWAY	£5,695.25
399	LIABILITY	2012	GONE AWAY	£1,680.41
400	COSTS	2010	GONE AWAY	£170.00
401	LIABILITY	2010	GONE AWAY	£2,736.69
402	COSTS	2011	GONE AWAY	£170.00
403	LIABILITY	2011	GONE AWAY	£4,109.01
404	COSTS	2012	GONE AWAY	£170.00
405	LIABILITY	2012	GONE AWAY	£4,687.65
406	COSTS	2013	GONE AWAY	£170.00
407	LIABILITY	2013	GONE AWAY	£3,654.86
408	COSTS	2010	GONE AWAY	£170.00
409	LIABILITY	2010	GONE AWAY	£9,439.20
410	COSTS	2011	GONE AWAY	£170.00
411	LIABILITY	2011	GONE AWAY	£4,100.01
412	COSTS	2011	GONE AWAY	£170.00
413	LIABILITY	2011	GONE AWAY	£3,141.64
414	LIABILITY	2012	GONE AWAY	£3,261.56
415	COSTS	2011	GONE AWAY	£170.00
416	LIABILITY	2011	GONE AWAY	£5,745.41
417	LIABILITY	2012	GONE AWAY	£6,015.45
418	LIABILITY	2011	GONE AWAY	£4,508.65

419	COSTS	2012	GONE AWAY	£170.00
420	LIABILITY	2012	GONE AWAY	£2,876.61
421	COSTS	2010	GONE AWAY	£170.00
422	LIABILITY	2010	GONE AWAY	£148.32
423	LIABILITY	2011	GONE AWAY	£8,660.00
424	LIABILITY	2012	GONE AWAY	£591.78
425	COSTS	2010	GONE AWAY	£170.00
426	LIABILITY	2010	GONE AWAY	£3,104.43
427	LIABILITY	2011	GONE AWAY	£3,680.50
428	LIABILITY	2012	GONE AWAY	£2,556.99
429	COSTS	2011	DISSOLVED	£170.00
430	LIABILITY	2011	DISSOLVED	£68.78
431	LIABILITY	2012	DISSOLVED	£7,487.22
432	COSTS	2013	DISSOLVED	£170.00
433	LIABILITY	2013	DISSOLVED	£3,052.58
434	COSTS	2010	DISSOLVED	£170.00
435	LIABILITY	2010	DISSOLVED	£149.88
436	LIABILITY	2011	DISSOLVED	£1,645.40
437	LIABILITY	2012	DISSOLVED	£3,168.00
438	COSTS	2013	DISSOLVED	£170.00
439	LIABILITY	2013	DISSOLVED	£355.93
440	COSTS	2011	GONE AWAY	£170.00
441	LIABILITY	2011	GONE AWAY	£4,275.65
442	LIABILITY	2012	GONE AWAY	£7,700.39
443	COSTS	2011	GONE AWAY	£170.00
444	LIABILITY	2011	GONE AWAY	£5,513.06
445	LIABILITY	2012	GONE AWAY	£9,000.00
446	COSTS	2013	GONE AWAY	£170.00
447	LIABILITY	2013	GONE AWAY	£8,455.23
448	COSTS	2009	GONE AWAY	£170.00
449	LIABILITY	2009	GONE AWAY	£6,081.77
450	LIABILITY	2010	GONE AWAY	£2,004.22
451	COSTS	2010	GONE AWAY	£170.00
452	LIABILITY	2010	GONE AWAY	£908.30
453	LIABILITY	2011	GONE AWAY	£1,905.20
454	LIABILITY	2012	GONE AWAY	£2,015.20
455	COSTS	2013	GONE AWAY	£170.00
456	LIABILITY	2013	GONE AWAY	£2,072.40
457	COSTS	2014	GONE AWAY	£170.00
458	LIABILITY	2014	GONE AWAY	£2,120.80
459	LIABILITY	2015	GONE AWAY	£608.32
460	LIABILITY	2013	DISSOLVED	£7,262.89
461	COSTS	2014	DISSOLVED	£170.00
462	COSTS	2011	DISSOLVED	£170.00
463	LIABILITY	2011	DISSOLVED	£590.11
464	LIABILITY	2012	DISSOLVED	£3,870.00
465	COSTS	2013	DISSOLVED	£170.00

466	LIABILITY	2013	DISSOLVED	£3,000.08
467	COSTS	2014	DISSOLVED	£170.00
468	LIABILITY	2014	DISSOLVED	£4,145.20
469	COSTS	2015	DISSOLVED	£170.00
470	LIABILITY	2015	DISSOLVED	£4,239.80
471	COSTS	2016	DISSOLVED	£170.00
472	LIABILITY	2016	DISSOLVED	£4,274.20
473	COSTS	2011	GONE AWAY	£170.00
474	LIABILITY	2011	GONE AWAY	£8,660.00
475	LIABILITY	2012	GONE AWAY	£5,720.55
476	COSTS	2011	GONE AWAY	£170.00
477	LIABILITY	2011	GONE AWAY	£2,408.12
478	LIABILITY	2012	GONE AWAY	£7,762.50
479	COSTS	2013	GONE AWAY	£170.00
480	LIABILITY	2013	GONE AWAY	£7,969.50
481	COSTS	2014	GONE AWAY	£170.00
482	LIABILITY	2014	GONE AWAY	£1,380.09
483	COSTS	2008	GONE AWAY	£170.00
484	LIABILITY	2008	GONE AWAY	£1,530.67
485	LIABILITY	2009	GONE AWAY	£2,109.75
486	LIABILITY	2010	GONE AWAY	£2,236.21
487	LIABILITY	2011	GONE AWAY	£2,090.10
488	COSTS	2011	GONE AWAY	£170.00
489	LIABILITY	2011	GONE AWAY	£11,541.40
490	LIABILITY	2012	GONE AWAY	£4,274.15
491	COSTS	2010	GONE AWAY	£170.00
492	LIABILITY	2010	GONE AWAY	£475.23
493	LIABILITY	2011	GONE AWAY	£12,340.50
494	LIABILITY	2012	GONE AWAY	£1,931.13
495	COSTS	2010	GONE AWAY	£170.00
496	LIABILITY	2010	GONE AWAY	£4,065.14
497	LIABILITY	2011	GONE AWAY	£8,811.43
498	COSTS	2011	GONE AWAY	£170.00
499	LIABILITY	2011	GONE AWAY	£3,984.50
500	LIABILITY	2012	GONE AWAY	£4,870.17
501	COSTS	2010	GONE AWAY	£170.00
502	LIABILITY	2010	GONE AWAY	£2,284.37
503	LIABILITY	2011	GONE AWAY	£4,113.50
504	LIABILITY	2012	GONE AWAY	£4,275.00
505	LIABILITY	2013	GONE AWAY	£3,306.78
506	COSTS	2011	GONE AWAY	£170.00
507	LIABILITY	2011	GONE AWAY	£4,786.66
508	LIABILITY	2012	GONE AWAY	£13,625.50
509	LIABILITY	2013	GONE AWAY	£14,012.25
510	COSTS	2014	GONE AWAY	£170.00
511	LIABILITY	2014	GONE AWAY	£2,750.04
512	COSTS	2014	GONE AWAY	£170.00

513	LIABILITY	2014	GONE AWAY	£7,975.11
514	COSTS	2015	GONE AWAY	£170.00
515	LIABILITY	2015	GONE AWAY	£10,659.44
516	LIABILITY	2018	DISSOLVED	£7,238.00
517	COSTS	2011	GONE AWAY	£147.16
518	LIABILITY	2011	GONE AWAY	£5,745.92
519	LIABILITY	2012	GONE AWAY	£319.01
520	COSTS	2011	GONE AWAY	£170.00
521	LIABILITY	2011	GONE AWAY	£1,268.54
522	LIABILITY	2012	GONE AWAY	£2,565.00
523	LIABILITY	2013	GONE AWAY	£2,633.40
524	LIABILITY	2014	GONE AWAY	£2,684.70
525	COSTS	2015	GONE AWAY	£170.00
526	LIABILITY	2015	GONE AWAY	£1,607.21
527	LIABILITY	2018	GONE AWAY	£1,356.17
528	LIABILITY	2019	GONE AWAY	£6,418.77
529	LIABILITY	2021	LIQUIDATION	£6,161.00
530	COSTS	2015	GONE AWAY	£150.97
531	LIABILITY	2015	GONE AWAY	£4,938.08
532	COSTS	2021	DISSOLVED	£170.00
533	LIABILITY	2021	DISSOLVED	£1,465.19
534	LIABILITY	2022	DISSOLVED	£10,888.76
535	COSTS	2011	GONE AWAY	£170.00
536	LIABILITY	2011	GONE AWAY	£685.58
537	LIABILITY	2012	GONE AWAY	£2,137.50
538	LIABILITY	2013	GONE AWAY	£2,194.50
539	LIABILITY	2014	GONE AWAY	£2,237.25
540	LIABILITY	2015	GONE AWAY	£2,280.00
541	LIABILITY	2016	GONE AWAY	£188.96
542	COSTS	2019	ADMINISTRATION	£170.00
543	LIABILITY	2019	ADMINISTRATION	£11,486.49
544	COSTS	2015	DISSOLVED	£170.00
545	LIABILITY	2015	DISSOLVED	£6,845.62
546	LIABILITY	2016	DISSOLVED	£38,762.60
547	COSTS	2017	DISSOLVED	£170.00
548	LIABILITY	2017	DISSOLVED	£4,057.86
549	COSTS	2012	GONE AWAY	£170.00
550	LIABILITY	2012	GONE AWAY	£68.79
551	LIABILITY	2013	GONE AWAY	£2,864.40
552	LIABILITY	2014	GONE AWAY	£2,920.20
553	COSTS	2018	GONE AWAY	£170.00
554	LIABILITY	2018	GONE AWAY	£9,360.00
555	COSTS	2019	GONE AWAY	£170.00
556	LIABILITY	2019	GONE AWAY	£6,383.00
557	COSTS	2021	GONE AWAY	£170.00
558	LIABILITY	2021	GONE AWAY	£2,483.54
559	COSTS	2022	GONE AWAY	£170.00

560	LIABILITY	2022	GONE AWAY	£4,865.25
561	LIABILITY	2023	GONE AWAY	£269.27
562	LIABILITY	2017	LIQUIDATION	£7,410.65
563	COSTS	2018	LIQUIDATION	£170.00
564	LIABILITY	2018	LIQUIDATION	£9,480.00
565	COSTS	2019	LIQUIDATION	£170.00
566	LIABILITY	2019	LIQUIDATION	£6,464.83
567	COSTS	2021	LIQUIDATION	£170.00
568	LIABILITY	2021	LIQUIDATION	£192.78
569	LIABILITY	2018	GONE AWAY	£5,635.00
570	LIABILITY	2019	GONE AWAY	£1,352.00
571	COSTS	2018	DISSOLVED	£170.00
572	LIABILITY	2018	DISSOLVED	£9,200.55
573	COSTS	2016	GONE AWAY	£170.00
574	LIABILITY	2016	GONE AWAY	£9,346.32
575	COSTS	2021	DISSOLVED	£170.00
576	LIABILITY	2021	DISSOLVED	£3,492.00
577	LIABILITY	2019	DISSOLVED	£15,902.16
578	LIABILITY	2020	DISSOLVED	£18,088.75
579	LIABILITY	2021	DISSOLVED	£5,054.94
580	LIABILITY	2018	ADMINSTRATION	£1,859.45
581	LIABILITY	2019	ADMINSTRATION	£1,217.66
582	COSTS	2019	LIQUIDATION	£170.00
583	LIABILITY	2019	LIQUIDATION	£4,740.97
584	LIABILITY	2020	LIQUIDATION	£14,221.50
585	COSTS	2021	LIQUIDATION	£130.00
586	LIABILITY	2021	LIQUIDATION	£9,650.71
587	COSTS	2022	LIQUIDATION	£170.00
588	LIABILITY	2022	LIQUIDATION	£6,000.30
589	COSTS	2019	GONE AWAY	£170.00
590	LIABILITY	2019	GONE AWAY	£6,641.51
591	LIABILITY	2021	GONE AWAY	£6,926.00
592	LIABILITY	2022	GONE AWAY	£18,140.23
593	LIABILITY	2018	GONE AWAY	£6,775.89
594	LIABILITY	2019	GONE AWAY	£3,048.63
595	COSTS	2021	DISSOLVED	£170.00
596	LIABILITY	2021	DISSOLVED	£4,457.64
597	LIABILITY	2022	DISSOLVED	£2,272.84
598	COSTS	2021	LIQUIDATION	£170.00
599	LIABILITY	2021	LIQUIDATION	£2,356.18
600	COSTS	2022	LIQUIDATION	£170.00
601	LIABILITY	2022	LIQUIDATION	£4,615.75
602	LIABILITY	2023	LIQUIDATION	£45.93
603	COSTS	2020	LIQUIDATION	£170.00
604	LIABILITY	2020	LIQUIDATION	£590.60
605	COSTS	2021	LIQUIDATION	£170.00
606	LIABILITY	2021	LIQUIDATION	£2,395.20

607	COSTS	2022	LIQUIDATION	£170.00
608	COSTS	2022	LIQUIDATION	£170.00
609	LIABILITY	2022	LIQUIDATION	£2,395.20
610	COSTS	2021	LIQUIDATION	£170.00
611	LIABILITY	2021	LIQUIDATION	£4,638.99
612	COSTS	2022	LIQUIDATION	£170.00
613	LIABILITY	2022	LIQUIDATION	£3,835.12
614	COSTS	2021	LIQUIDATION	£170.00
615	LIABILITY	2021	LIQUIDATION	£1,940.77
616	LIABILITY	2022	LIQUIDATION	£3,892.20
617	COSTS	2019	DISSOLVED	£170.00
618	LIABILITY	2019	DISSOLVED	£13,158.70
619	LIABILITY	2020	DISSOLVED	£10,010.34
620	COSTS	2021	DISSOLVED	£170.00
621	LIABILITY	2021	DISSOLVED	£864.71
622	LIABILITY	2022	DISSOLVED	£4,468.43
623	LIABILITY	2023	DISSOLVED	£777.71
624	COSTS	2019	GONE AWAY	£170.00
625	LIABILITY	2019	GONE AWAY	£2,414.75
626	COSTS	2019	GONE AWAY	£170.00
627	LIABILITY	2019	GONE AWAY	£804.92
628	LIABILITY	2020	GONE AWAY	£7,485.00
629	LIABILITY	2020	GONE AWAY	£2,495.00
630	LIABILITY	2021	GONE AWAY	£2,891.47
631	LIABILITY	2021	GONE AWAY	£963.82
632	COSTS	2022	DISSOLVED	£170.00
633	COSTS	2022	DISSOLVED	£170.00
634	LIABILITY	2022	DISSOLVED	£5,689.28
635	COSTS	2021	DISSOLVED	£170.00
636	LIABILITY	2021	DISSOLVED	£6,533.48
637	LIABILITY	2022	DISSOLVED	£6,736.50
638	LIABILITY	2023	DISSOLVED	£985.63
639	LIABILITY	2022	LIQUIDATION	£11,235.60
640	LIABILITY	2020	LIQUIDATION	£662.72
641	LIABILITY	2021	LIQUIDATION	£3,493.00
642	LIABILITY	2022	LIQUIDATION	£3,493.00
643	LIABILITY	2021	LIQUIDATION	£32,899.46
644	LIABILITY	2022	LIQUIDATION	£90,972.00
645	LIABILITY	2022	DISSOLVED	£4,121.88
646	LIABILITY	2023	DISSOLVED	£4,971.59
647	LIABILITY	2019	LIQUIDATION	£426.61
648	LIABILITY	2020	LIQUIDATION	£2,644.70
649	LIABILITY	2021	LIQUIDATION	£2,217.20
650	LIABILITY	2022	ADMINISTRATION	£5,541.63
651	LIABILITY	2023	ADMINISTRATION	£4,024.72
652	LIABILITY	2017	DISSOLVED	£4,660.00
653	LIABILITY	2018	DISSOLVED	£4,800.00

654	LIABILITY	2019	DISSOLVED	£4,910.00
655	LIABILITY	2020	DISSOLVED	£2,119.04
656	LIABILITY	2020	LIQUIDATION	£17,808.15
657	LIABILITY	2021	LIQUIDATION	£14,668.89
				£2,417,002.56

Council Tax

Account	Tran CD	Liability Year	Total Debt	Amount
1	Costs	2020	Bankruptcy Order	£125.00
2	Liability	2020	Bankruptcy Order	£1,562.90
3	Liability	2021	Bankruptcy Order	£823.76
4	Liability	2021	Bankruptcy Order	£8.30
5	Costs	2022	Bankruptcy Order	£125.00
6	Liability	2022	Bankruptcy Order	£2,859.42
7	Costs	2019	Bankruptcy Order	£125.00
8	Liability	2018	Bankruptcy Order	£598.01
9	Costs	2018	Bankruptcy Order	£97.00
10	Liability	2018	Bankruptcy Order	£25.63
11	Liability	2017	Bankruptcy Order	£566.03
12	Costs	2017	Bankruptcy Order	£97.00
13	Liability	2017	Bankruptcy Order	£192.55
14	Costs	2017	Bankruptcy Order	£97.00
15	Liability	2016	Bankruptcy Order	£313.42
16	Costs	2016	Bankruptcy Order	£97.00
17	Liability	2019	Bankruptcy Order	£1,622.91
18	Liability	2021	Bankruptcy Order	£4,706.86
19	Costs	2018	Bankruptcy Order	£97.00
20	Liability	2018	Bankruptcy Order	£4,450.71
21	Liability	2019	Bankruptcy Order	£5,631.64
22	Liability	2020	Bankruptcy Order	£3,211.68
23	Costs	2020	Bankruptcy Order	£125.00
24	Liability	2020	Bankruptcy Order	£6,423.36
25	Liability	2017	Bankruptcy Order	£3,292.00
26	Liability	2021	Bankruptcy Order	£4,240.82
27	Liability	2017	Bankruptcy Order	£855.03
28	Liability	2018	Bankruptcy Order	£1,318.74
29	Costs	2018	Bankruptcy Order	£97.00
30	Liability	2020	Bankruptcy Order	£1,427.41
31	Costs	2021	Bankruptcy Order	£125.00
32	Liability	2021	Bankruptcy Order	£1,511.99
33	Liability	2019	Bankruptcy Order	£1,373.70
34	Costs	2020	Bankruptcy Order	£125.00
35	Costs	2019	Bankruptcy Order	£125.00
36	Liability	2018	Bankruptcy Order	£1,316.53
37	Liability	2015	Bankruptcy Order	£1,279.88
38	Costs	2015	Bankruptcy Order	£125.00
39	Liability	2015	Bankruptcy Order	£43.46

40	Liability	2016	Bankruptcy Order	£1,397.07
41	Liability	2017	Bankruptcy Order	£1,434.72
42	Costs	2015	Bankruptcy Order	£97.00
43	Liability	2015	Bankruptcy Order	£2,271.19
44	Liability	2017	Bankruptcy Order	£746.84
45	Costs	2017	Bankruptcy Order	£97.00
46	Liability	2016	Bankruptcy Order	£2,328.45
47	Costs	2015	Bankruptcy Order	£97.00
48	Liability	2018	Bankruptcy Order	£1,530.99
49	Liability	2017	Bankruptcy Order	£2,391.20
50	Costs	2017	Bankruptcy Order	£97.00
51	Liability	2016	Bankruptcy Order	£2,328.45
52	Liability	2015	Bankruptcy Order	£2,271.19
53	Costs	2015	Bankruptcy Order	£97.00
54	Liability	2018	Bankruptcy Order	£1,530.99
55	Liability	2017	Bankruptcy Order	£2,391.20
56	Costs	2017	Bankruptcy Order	£97.00
57	Liability	2016	Bankruptcy Order	£2,328.45
58	Liability	2015	Bankruptcy Order	£2,271.19
59	Costs	2015	Bankruptcy Order	£97.00
60	Costs	2015	Bankruptcy Order	£97.00
61	Liability	2017	Bankruptcy Order	£1,782.81
62	Liability	2015	Bankruptcy Order	£1,968.37
63	Liability	2016	Bankruptcy Order	£2,017.99
64	Costs	2017	Bankruptcy Order	£97.00
65	Liability	2021	Bankruptcy Order	£1,275.74
66	Liability	2020	Bankruptcy Order	£1,204.38
67	Liability	2019	Bankruptcy Order	£1,395.00
68	Liability	2018	Bankruptcy Order	£100.00
69	Liability	2022	Bankruptcy Order	£1,090.00
70	Liability	2021	Bankruptcy Order	£1,340.07
71	Liability	2022	Bankruptcy Order	£1,431.77
72	Costs	2023	Bankruptcy Order	£125.00
73	Liability	2019	Bankruptcy Order	£857.29
74	Costs	2021	Bankruptcy Order	£100.00
75	Liability	2023	Bankruptcy Order	£1,721.68
76	Liability	2020	Bankruptcy Order	£1,605.84
77	Costs	2021	Bankruptcy Order	£125.00
78	Liability	2021	Bankruptcy Order	£1,700.99
79	Costs	2022	Bankruptcy Order	£125.00
80	Liability	2022	Bankruptcy Order	£1,596.29
81	Costs	2019	Bankruptcy Order	£125.00
82	Liability	2019	Bankruptcy Order	£612.25
83	Costs	2022	Bankruptcy Order	£125.00
84	Liability	2021	Bankruptcy Order	£1,939.00
85	Costs	2021	Bankruptcy Order	£125.00
86	Liability	2022	Bankruptcy Order	£2,522.42

87	Liability	2023	Bankruptcy Order	£1,086.98
88	Liability	2022	Bankruptcy Order	£426.38
89	Liability	2021	Bankruptcy Order	£198.79
90	Liability	2020	Bankruptcy Order	£1,346.27
91	Liability	2018	Bankruptcy Order	£1,483.57
92	Liability	2019	Bankruptcy Order	£1,545.41
93	Liability	2017	Bankruptcy Order	£811.46
94	Costs	2018	Bankruptcy Order	£97.00
95	Costs	2020	Bankruptcy Order	£125.00
96	Costs	2019	Bankruptcy Order	£125.00
97	Liability	2019	Bankruptcy Order	£288.43
98	Liability	2020	Bankruptcy Order	£1,070.56
99	Costs	2020	Bankruptcy Order	£125.00
100	Costs	2018	Bankruptcy Order	£97.00
101	Liability	2017	Bankruptcy Order	£102.00
102	Costs	2017	Bankruptcy Order	£97.00
103	Costs	2017	Bankruptcy Order	£33.23
104	Liability	2016	Bankruptcy Order	£378.08
105	Liability	2013	Bankruptcy Order	£1,008.00
106	Costs	2021	Bankruptcy Order	£104.66
107	Liability	2021	Bankruptcy Order	£875.41
108	Liability	2021	Bankruptcy Order	£252.80
109	Costs	2019	Bankruptcy Order	£125.00
110	Liability	2018	Bankruptcy Order	£180.00
111	Liability	2020	Bankruptcy Order	£356.85
112	Costs	2022	Bankruptcy Order	£125.00
113	Liability	2022	Bankruptcy Order	£1,552.26
114	Costs	2013	Bankruptcy Order	£97.00
115	Liability	2012	Bankruptcy Order	£687.40
116	Costs	2016	Bankruptcy Order	£97.00
117	Costs	2014	Bankruptcy Order	£97.00
118	Liability	2014	Bankruptcy Order	£462.90
119	Costs	2015	Bankruptcy Order	£97.00
120	Liability	2015	Bankruptcy Order	£457.51
121	Costs	2021	Bankruptcy Order	£125.00
122	Liability	2020	Bankruptcy Order	£1,605.84
123	Liability	2016	Bankruptcy Order	£875.75
124	Costs	2020	Bankruptcy Order	£125.00
125	Liability	2021	Bankruptcy Order	£1,530.00
126	Costs	2018	Bankruptcy Order	£97.00
127	Liability	2018	Bankruptcy Order	£1,036.00
128	Liability	2019	Bankruptcy Order	£1,365.00
129	Liability	2013	Bankruptcy Order	£921.23
130	Costs	2013	Bankruptcy Order	£97.00
131	Liability	2013	Bankruptcy Order	£9.46
132	Costs	2013	Bankruptcy Order	£97.00
133	Liability	2023	Bankruptcy Order	£888.00

134	Liability	2017	Bankruptcy Order	£1,275.31
135	Costs	2017	Bankruptcy Order	£97.00
136	Liability	2014	Bankruptcy Order	£910.40
137	Costs	2014	Bankruptcy Order	£25.00
138	Liability	2013	Bankruptcy Order	£161.59
139	Liability	2011	Bankruptcy Order	£513.12
140	Costs	2010	Bankruptcy Order	£97.00
141	Liability	2010	Bankruptcy Order	£223.24
142	Costs	2011	Bankruptcy Order	£97.00
143	Liability	2012	Bankruptcy Order	£414.37
144	Costs	2011	Bankruptcy Order	£97.00
145	Liability	2011	Bankruptcy Order	£253.41
146	Costs	2012	Bankruptcy Order	£97.00
147	Costs	2007	Bankruptcy Order	£97.00
148	Liability	2006	Bankruptcy Order	£2,165.72
149	Costs	2006	Bankruptcy Order	£95.00
150	Liability	2011	Bankruptcy Order	£20.30
151	Liability	2004	Bankruptcy Order	£1,659.86
152	Costs	2005	Bankruptcy Order	£88.00
153	Liability	2005	Bankruptcy Order	£2,076.50
154	Liability	2010	Bankruptcy Order	£1,333.00
155	Liability	2007	Bankruptcy Order	£2,250.20
156	Costs	2008	Bankruptcy Order	£97.00
157	Liability	2008	Bankruptcy Order	£1,507.03
158	Liability	2022	Bankruptcy Order	£1,415.49
159	Costs	2022	Bankruptcy Order	£125.00
160	Liability	2019	Bankruptcy Order	£1,466.00
161	Liability	2020	Bankruptcy Order	£1,559.00
162	Liability	2021	Bankruptcy Order	£1,290.00
163	Liability	2018	Bankruptcy Order	£982.65
164	Costs	2018	Bankruptcy Order	£97.00
165	Liability	2017	Bankruptcy Order	£7.60
166	Liability	2017	Bankruptcy Order	£1,068.43
167	Costs	2017	Bankruptcy Order	£97.00
168	Liability	2016	Bankruptcy Order	£222.59
169	Costs	2016	Bankruptcy Order	£97.00
170	Liability	2016	Bankruptcy Order	£446.81
171	Liability	2015	Bankruptcy Order	£1,047.80
172	Costs	2015	Bankruptcy Order	£97.00
173	Liability	2014	Bankruptcy Order	£10.78
174	Costs	2014	Bankruptcy Order	£97.00
175	Liability	2014	Bankruptcy Order	£786.19
176	Costs	2014	Bankruptcy Order	£97.00
177	Liability	2013	Bankruptcy Order	£1,062.15
178	Costs	2013	Bankruptcy Order	£97.00
179	Liability	2012	Bankruptcy Order	£661.73
180	Liability	2014	Bankruptcy Order	£313.91

181	Costs	2014	Bankruptcy Order	£97.00
182	Liability	2013	Bankruptcy Order	£1,258.84
183	Costs	2013	Bankruptcy Order	£97.00
184	Liability	2012	Bankruptcy Order	£1,262.15
185	Costs	2012	Bankruptcy Order	£97.00
186	Liability	2011	Bankruptcy Order	£1,264.91
187	Costs	2011	Bankruptcy Order	£97.00
188	Liability	2010	Bankruptcy Order	£1,264.91
189	Costs	2010	Bankruptcy Order	£97.00
190	Liability	2009	Bankruptcy Order	£1,264.91
191	Costs	2009	Bankruptcy Order	£97.00
192	Liability	2008	Bankruptcy Order	£1,237.84
193	Costs	2008	Bankruptcy Order	£97.00
194	Liability	2007	Bankruptcy Order	£397.03
195	Liability	2007	Bankruptcy Order	£803.08
196	Costs	2007	Bankruptcy Order	£508.00
197	Liability	2006	Bankruptcy Order	£241.36
198	Liability	2007	Bankruptcy Order	£1,088.59
199	Costs	2006	Bankruptcy Order	£450.00
200	Costs	2008	Bankruptcy Order	£97.00
201	Liability	2009	Bankruptcy Order	£1,423.02
202	Liability	2010	Bankruptcy Order	£1,423.02
203	Costs	2010	Bankruptcy Order	£97.00
204	Liability	2008	Bankruptcy Order	£1,392.57
205	Costs	2009	Bankruptcy Order	£97.00
206	Liability	2009	Bankruptcy Order	£416.00
207	Costs	2009	Bankruptcy Order	£547.00
208	Liability	2008	Bankruptcy Order	£812.33
209	Costs	2008	Bankruptcy Order	£451.00
210	Liability	2007	Bankruptcy Order	£787.57
211	Liability	2010	Bankruptcy Order	£104.62
212	Costs	2010	Bankruptcy Order	£97.00
213	Liability	2006	Bankruptcy Order	£13.78
214	Costs	2010	Bankruptcy Order	£97.00
215	Liability	2009	Bankruptcy Order	£1,059.56
216	Liability	2008	Bankruptcy Order	£747.32
217	Costs	2008	Bankruptcy Order	£170.95
218	Liability	2007	Bankruptcy Order	£996.53
219	Costs	2014	Bankruptcy Order	£97.00
220	Liability	2010	Bankruptcy Order	£474.94
221	Liability	2014	Bankruptcy Order	£1,267.53
222	Costs	2010	Bankruptcy Order	£97.00
223	Liability	2010	Bankruptcy Order	£464.61
224	Costs	2012	Bankruptcy Order	£97.00
225	Liability	2013	Bankruptcy Order	£1,344.30
226	Costs	2013	Bankruptcy Order	£97.00
227	Liability	2012	Bankruptcy Order	£311.79

228	Costs	2011	Bankruptcy Order	£97.00
229	Liability	2011	Bankruptcy Order	£1,065.91
230	Liability	2012	Bankruptcy Order	£620.38
231	Costs	2019	Bankruptcy Order	£125.00
232	Liability	2019	Bankruptcy Order	£1,416.62
233	Liability	2018	Bankruptcy Order	£960.75
234	Liability	2021	Bankruptcy Order	£2,078.98
235	Liability	2022	Bankruptcy Order	£2,134.36
236	Costs	2020	Bankruptcy Order	£21.14
237	Liability	2020	Bankruptcy Order	£1,962.69
238	Costs	2018	Bankruptcy Order	£97.00
239	Costs	2021	Bankruptcy Order	£125.00
240	Costs	2016	Bankruptcy Order	£97.00
241	Liability	2016	Bankruptcy Order	£1,203.33
242	Liability	2013	Bankruptcy Order	£1,162.36
243	Costs	2014	Bankruptcy Order	£97.00
244	Liability	2014	Bankruptcy Order	£1,539.00
245	Costs	2015	Bankruptcy Order	£97.00
246	Liability	2015	Bankruptcy Order	£1,707.53
247	Costs	2016	Bankruptcy Order	£97.00
248	Liability	2015	Bankruptcy Order	£15.01
249	Costs	2015	Bankruptcy Order	£97.00
250	Liability	2016	Bankruptcy Order	£208.98
251	Costs	2016	Bankruptcy Order	£97.00
252	Liability	2016	Bankruptcy Order	£196.84
253	Costs	2017	Bankruptcy Order	£97.00
254	Liability	2017	Bankruptcy Order	£836.92
255	Costs	2019	Bankruptcy Order	£125.00
256	Liability	2019	Bankruptcy Order	£901.49
257	Costs	2020	Bankruptcy Order	£125.00
258	Liability	2020	Bankruptcy Order	£936.74
259	Costs	2020	Bankruptcy Order	£125.00
260	Liability	2020	Bankruptcy Order	£312.25
261	Costs	2021	Bankruptcy Order	£125.00
262	Liability	2021	Bankruptcy Order	£992.25
263	Liability	2012	Bankruptcy Order	£31.11
264	Costs	2013	Bankruptcy Order	£97.00
265	Liability	2013	Bankruptcy Order	£213.93
266	Costs	2014	Bankruptcy Order	£97.00
267	Liability	2014	Bankruptcy Order	£89.80
268	Costs	2014	Bankruptcy Order	£97.00
269	Liability	2014	Bankruptcy Order	£147.52
270	Costs	2015	Bankruptcy Order	£97.00
271	Liability	2015	Bankruptcy Order	£335.79
272	Liability	2021	Bankruptcy Order	£330.75
273	Costs	2022	Bankruptcy Order	£125.00
274	Liability	2022	Bankruptcy Order	£1,358.23

275	Costs	2021	Bankruptcy Order	£125.00
276	Costs	2018	Bankruptcy Order	£97.00
277	Liability	2017	Bankruptcy Order	£612.40
278	Costs	2017	Bankruptcy Order	£97.00
279	Liability	2017	Bankruptcy Order	£336.16
280	Liability	2016	Bankruptcy Order	£8.95
281	Liability	2016	Bankruptcy Order	£247.55
282	Liability	2018	Bankruptcy Order	£1,590.68
283	Costs	2020	Bankruptcy Order	£125.00
284	Liability	2019	Bankruptcy Order	£1,888.83
285	Costs	2019	Bankruptcy Order	£125.00
286	Liability	2020	Bankruptcy Order	£1,962.69
287	Liability	2021	Bankruptcy Order	£1,850.38
288	Costs	2022	Bankruptcy Order	£125.00
289	Liability	2022	Bankruptcy Order	£2,134.36
290	Liability	2023	Bankruptcy Order	£1,792.00
291	Costs	2016	Bankruptcy Order	£78.46
292	Liability	2015	Deceased	£1,707.53
293	Liability	2017	Deceased	£1,210.67
294	Liability	2014	Deceased	£1,712.42
295	Liability	2010	Deceased	£1,733.34
296	Liability	2011	Deceased	£1,739.25
297	Liability	2012	Deceased	£1,735.46
298	Liability	2013	Deceased	£1,730.91
299	Costs	2009	Deceased	£97.00
300	Costs	2017	Deceased	£97.00
301	Liability	2016	Deceased	£1,707.53
302	Liability	2009	Deceased	£1,724.48
			Total	£238,037.74

Housing Benefit Overpayments

Reference	Invoice Date	Reason for Write-Off	Total Debt
46	04/07/2006	Pericles	£ 5,203.38
1	18/06/2019	LA Error	£ 5,369.58
2	08/07/2019	LA Error	£ 5,605.20
47	10/09/2012	Pericles	£ 5,865.00
3	02/12/2020	Deceased	£ 5,935.78
4	18/12/2013	LA Error	£ 5,945.00
5	20/01/2021	LA Error	£ 6,106.55
48	05/11/2021	Pericles	£ 6,243.80
6	18/09/2019	LA Error	£ 6,506.49
7	07/12/2020	LA Error	£ 6,636.24
49	05/11/2021	Pericles	£ 7,086.20
8	12/06/2023	LA Error	£ 7,165.66
50	14/02/2022	Pericles	£ 7,254.40
51	06/04/2009	Pericles	£ 7,290.00
9	21/08/2018	LA Error	£ 7,299.37

10	15/04/2019	LA Error	£ 7,401.72
11	14/06/2023	LA Error	£ 7,413.14
12	02/07/2018	LA Error	£ 7,420.76
13	06/04/2023	LA Error	£ 7,453.28
14	06/04/2023	LA Error	£ 7,674.34
15	30/05/2018	LA Error	£ 7,913.75
16	02/09/2019	Deceased	£ 8,113.96
17	12/09/2016	LA Error	£ 8,138.01
18	20/01/2021	LA Error	£ 8,169.50
19	30/07/2019	LA Error	£ 8,718.03
20	04/04/2020	LA Error	£ 8,816.21
52	11/12/2015	Pericles	£ 8,832.83
21	26/04/2023	LA Error	£ 8,900.40
22	07/10/2011	Unable to trace	£ 8,903.68
53	01/01/2007	Pericles	£ 9,415.45
23	05/08/2015	LA Error	£ 9,622.46
24	08/10/2020	LA Error	£ 9,921.11
25	14/10/2011	Deceased	£ 10,261.79
54	04/04/2012	Pericles	£ 10,321.16
55	27/08/2019	Pericles	£ 10,502.59
26	20/08/2018	LA Error	£ 10,814.89
56	15/04/2005	Pericles	£ 10,940.95
57	21/04/2011	Pericles	£ 10,965.90
27	04/05/2023	LA Error	£ 11,167.03
28	30/06/2023	LA Error	£ 11,341.62
29	20/01/2021	DWP Error	£ 11,404.63
30	10/06/2019	Deceased	£ 11,833.03
31	12/02/2018	LA Error	£ 12,115.52
58	02/11/2021	Pericles	£ 12,145.32
59	12/12/2005	Pericles	£ 12,277.04
32	20/04/2020	LA Error	£ 12,548.41
33	16/08/2018	LA Error	£ 12,682.85
34	22/01/2021	LA Error	£ 12,969.06
60	03/11/2021	Pericles	£ 13,319.80
35	25/03/2019	LA Error	£ 13,754.50
61	12/11/2020	Pericles	£ 14,016.61
62	03/03/2008	Pericles	£ 14,574.05
63	21/04/2011	Pericles	£ 14,896.56
36	22/01/2021	DWP Error	£ 15,262.00
37	28/03/2019	Bankrupt	£ 15,718.40
38	13/02/2020	Deceased	£ 17,987.52
39	19/07/2011	Deceased	£ 18,516.98
40	23/05/2019	LA Error	£ 19,413.23
41	08/06/2015	LA Error	£ 19,939.24
42	20/04/2016	LA Error	£ 23,926.47
64	18/11/2021	Pericles	£ 27,930.00
43	13/05/2015	LA Error	£ 34,353.10
65	04/04/2005	Pericles	£ 35,074.01

66	29/09/2019	Pericles	£ 40,072.12
44	20/09/2022	Deceased	£ 42,536.89
67	30/07/2019	Pericles	£ 50,679.91
45	05/10/2020	LA Error	£ 51,466.31
Total			£ 906,070.77

Income (Sundry Debt)

Reference	Invoice Date	Reason for Write-Off	Total Debt
1	05-APR-2018	Recovery Action Exhausted	£15,752.85
2	02-FEB-2019	Uneconomical to Pursue	£ 5,934.13
3	11-SEP-2019	Recovery Action Exhausted	£ 6,299.92
4	03-FEB-2021	Uneconomical to Pursue	£ 9,388.39
5	09-SEP-2021	Recovery Action Exhausted	£53,303.07
Total			£90,678.36

Tenant Arrears Write Offs - HRA

Reference	Termination Date	Reason for Write off	Total Debt Due
1	19/03/2018	unsuccessful from debt collection	£13,009.80
2	30/01/2023	Deceased no estate	£10,591.70
3	17/12/2018	unsuccessful from debt collection	£10,203.51
4	27/08/2018	unsuccessful from debt collection	£8,374.14
5	09/04/2018	unsuccessful from debt collection	£7,632.33
6	02/01/2023	Deceased no estate	£7,541.20
7	26/03/2018	unsuccessful from debt collection	£6,742.16
8	18/06/2018	unsuccessful from debt collection	£6,348.52
9	05/03/2018	unsuccessful from debt collection	£6,186.26
10	15/10/2018	unsuccessful from debt collection	£6,153.86
11	10/12/2018	unsuccessful from debt collection	£6,151.11
12	23/04/2018	unsuccessful from debt collection	£5,614.71
13	26/03/2018	unsuccessful from debt collection	£5,519.79
14	05/02/2018	unsuccessful from debt collection	£5,328.33
15	19/03/2018	unsuccessful from debt collection	£5,241.49
16	08/10/2018	unsuccessful from debt collection	£5,219.22
17	26/11/2018	unsuccessful from debt collection	£5,180.28
18	05/02/2018	unsuccessful from debt collection	£5,043.13
Total			£126,081.54

Tenant Arrears Write off – General Fund

Reference	Termination Date	Reason for Write off	Total Debt Due
1	12/06/2017	Statute barred	£11,925.00
2	03/08/2017	Statute barred	£5,092.73
3	04/08/2017	Statute barred	£5,436.36
4	12/08/2017	Statute barred	£7,715.28
5	28/09/2017	Statute barred	£10,067.79
6	03/10/2017	Statute barred	£11,908.57
7	05/10/2017	Statute barred	£10,170.46

Reference	Termination Date	Reason for Write off	Total Debt Due
8	09/10/2017	Statute barred	£5,597.01
9	16/10/2017	Statute barred	£5,156.50
10	31/10/2017	Statute barred	£12,096.43
11	03/11/2017	unsuccessful from debt agency	£17,897.89
12	16/11/2017	unsuccessful from debt agency	£19,197.67
13	20/11/2017	unsuccessful from debt agency	£6,751.28
14	12/12/2017	unsuccessful from debt agency	£5,949.86
15	05/01/2018	unsuccessful from debt agency	£6,236.08
16	09/01/2018	unsuccessful from debt agency	£6,608.17
17	27/02/2018	unsuccessful from debt agency	£9,478.87
18	02/03/2018	unsuccessful from debt agency	£5,407.05
19	29/03/2018	unsuccessful from debt agency	£5,749.06
20	04/04/2018	unsuccessful from debt agency	£5,127.98
21	08/05/2018	unsuccessful from debt agency	£7,831.57
22	10/05/2018	unsuccessful from debt agency	£5,648.29
23	14/05/2018	unsuccessful from debt agency	£7,397.72
24	16/05/2018	unsuccessful from debt agency	£5,960.00
25	21/05/2018	unsuccessful from debt agency	£11,345.45
26	22/05/2018	unsuccessful from debt agency	£9,033.00
27	24/05/2018	unsuccessful from debt agency	£9,531.72
28	30/05/2018	unsuccessful from debt agency	£7,620.00
29	07/06/2018	unsuccessful from debt agency	£5,949.21
30	11/06/2018	unsuccessful from debt agency	£16,576.68
31	14/06/2018	unsuccessful from debt agency	£7,851.41
32	15/06/2018	unsuccessful from debt agency	£9,746.57
33	15/06/2018	unsuccessful from debt agency	£5,267.52
34	21/06/2018	unsuccessful from debt agency	£6,672.00
35	21/06/2018	unsuccessful from debt agency	£6,115.05
36	28/06/2018	unsuccessful from debt agency	£15,323.67
37	12/07/2018	unsuccessful from debt agency	£9,457.58
38	13/07/2018	unsuccessful from debt agency	£16,870.57
39	19/07/2018	unsuccessful from debt agency	£15,329.31
40	20/07/2018	unsuccessful from debt agency	£6,968.85
41	23/07/2018	unsuccessful from debt agency	£6,410.83
42	26/07/2018	unsuccessful from debt agency	£16,519.51
43	30/07/2018	unsuccessful from debt agency	£10,059.71
44	30/07/2018	unsuccessful from debt agency	£6,804.98
45	01/08/2018	unsuccessful from debt agency	£17,837.81
46	02/08/2018	unsuccessful from debt agency	£6,137.20
47	03/08/2018	unsuccessful from debt agency	£21,127.87
48	21/08/2018	unsuccessful from debt agency	£11,022.75
49	22/08/2018	unsuccessful from debt agency	£5,139.42
50	24/08/2018	unsuccessful from debt agency	£5,425.45
51	28/08/2018	unsuccessful from debt agency	£12,661.11
52	07/09/2018	unsuccessful from debt agency	£5,929.04
53	07/09/2018	unsuccessful from debt agency	£5,910.57

Reference	Termination Date	Reason for Write off	Total Debt Due
54	10/09/2018	unsuccessful from debt agency	£8,924.57
55	14/09/2018	unsuccessful from debt agency	£5,906.05
56	19/09/2018	unsuccessful from debt agency	£14,646.84
57	25/09/2018	unsuccessful from debt agency	£15,246.40
58	05/10/2018	unsuccessful from debt agency	£5,888.28
59	08/10/2018	unsuccessful from debt agency	£5,731.84
60	17/10/2018	unsuccessful from debt agency	£5,610.28
61	23/10/2018	unsuccessful from debt agency	£12,827.71
62	08/11/2018	unsuccessful from debt agency	£5,643.79
63	19/11/2018	unsuccessful from debt agency	£10,249.60
64	05/12/2018	unsuccessful from debt agency	£7,083.29
65	07/12/2018	unsuccessful from debt agency	£9,298.86
66	10/12/2018	unsuccessful from debt agency	£5,398.00
67	11/12/2018	unsuccessful from debt agency	£14,909.41
68	12/12/2018	unsuccessful from debt agency	£7,120.41
69	12/12/2018	unsuccessful from debt agency	£5,762.55
70	13/12/2018	unsuccessful from debt agency	£6,287.23
71	14/12/2018	unsuccessful from debt agency	£6,571.37
72	17/12/2018	unsuccessful from debt agency	£8,383.22
73	17/12/2018	unsuccessful from debt agency	£7,437.00
74	19/12/2018	unsuccessful from debt agency	£5,498.47
75	28/12/2018	unsuccessful from debt agency	£5,458.57
76	07/04/2020	vulnerability	£7,438.17
77	25/03/2021	vulnerability	£5,047.45
		Total	£683,421.82

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Additions, Deletions, Slippage, accelerated spend

Year	Directorate	Cabinet	Programme	Deletions/ Transfers	Additions	Net Slippage & Accelerated spend	Explanation for request	Funding
2023-24	Strategy & Resources	Resources and Effective Council	Replacement Finance, HR and Procurement systems		559		Addition	Borrowing
2024-25	Strategy & Resources	Resources and Effective Council	Replacement Finance, HR and Procurement systems		1,199		Addition	Borrowing
2025-26	Strategy & Resources	Resources and Effective Council	Replacement Finance, HR and Procurement systems		366		Addition	Borrowing
2023-24	Housing Revenue Account	Housing Revenue Account	Extra Care - housing (Stag)		236		Addition	Borrowing
2024-25	Housing Revenue Account	Housing Revenue Account	Extra Care - housing (Stag)		96		Addition	Borrowing
2023-24	Housing Revenue Account	Housing Revenue Account	New Build - 250 units		2,092		Addition	Borrowing
2023-24	Housing Revenue Account	Housing Revenue Account	New Build - 250 units		558		Addition	Grants/Contributions
2023-24	Brent Cross	Homes and Regeneration (Brent Cross)	Brent Cross West Station		200		Addition	Grants/Contributions
2023-24	Customer and Place	Homes and Regeneration	Town Centre		199		Addition	Grants/Contributions
2024-25	Customer and Place	Homes and Regeneration	Town Centre		127		Addition	Grants/Contributions
2023-24	Housing Revenue Account	Housing Revenue Account	Extra Care - housing (Cheshir)		650		Addition	Grants/Contributions
2023-24	Children's Family Services	Culture, Leisure, Arts and Sports	Libraries Capital Programme		118		Addition	S106
2023-24	Adults and Health	Environment and Climate Change	Refurbish and regenerate Hendon Cemetery and Crematorium		6		Transfer	Capital receipts
2023-24	Adults and Health	Environment and Climate Change	Hendon Cemetery & Crematorium Enhancement	(6)			Transfer	Capital receipts
2023-24	Adults and Health	Environment and Climate Change	Refurbish and regenerate Hendon Cemetery and Crematorium	(287)			Funding swap	Borrowing
2023-24	Adults and Health	Environment and Climate Change	Refurbish and regenerate Hendon Cemetery and Crematorium	287			Funding swap	Grants/Contributions
2023-24	Customer and Place	Homes and Regeneration	Healthier Routes to schools SCIL	29			Funding swap	S106
2023-24	Customer and Place	Homes and Regeneration	Healthier Routes to schools SCIL	(29)			Funding swap	CIL

Proposed Capital Programme by Cabinet

Cabinet	2023-24	2024-25	2025-26	2026-27	2027-28	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 Social Care	5,570	3,762	0	0	0	9,332	6,718	0	0	0	2,471	0	143	9,332
Homes and Regeneration (Brent Cross)	52,908	25,643	7,909	0	0	86,460	59,436	0	17,517	1,011	0	0	8,496	86,460
Family Friendly Barnet	9,759	16,080	5,431	5,821	0	37,092	32,505	1,657	116	0	268	0	2,547	37,092
Culture, Leisure, Arts and Sports	1,846	499	0	0	0	2,345	439	118	38	0	1,745	0	5	2,345
Environment and Climate Change	50,701	35,250	13,742	745	837	101,275	16,266	7,283	382	0	38,592	0	38,752	101,275
Homes and Regeneration	108,425	83,831	53,472	4,556	1,072	251,356	48,128	6,107	8,545	0	35,953	1,700	150,923	251,356
Resources and Effective Council	17,942	15,153	876	310	0	34,281	1	45	54	0	0	0	34,180	34,281
Total - General Fund	247,150	180,218	81,430	11,432	1,909	522,140	163,493	15,210	26,651	1,011	79,028	1,700	235,046	522,140
Housing Revenue Account	178,021	80,956	65,092	40,269	13,908	378,246	22,427	3,550	32,490	38,930	0	0	280,848	378,246
Total - All Services	425,171	261,174	146,523	51,701	15,818	900,386	185,920	18,760	59,141	39,942	79,028	1,700	515,894	900,386

Adults and Social Care	2023-24	2024-25	2025-26	2026-27	2027-28	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
Community Equipment and Assistive Technology	1,474	997	0	0	0	2,471	0	0	0	0	2,471	0	0	2,471
Investing in IT	143	0	0	0	0	143	0	0	0	0	0	0	143	143
Disabled Facilities Grants Programme	3,656	2,765	0	0	0	6,421	6,421	0	0	0	0	0	0	6,421
Changing Place - Toilets	297	0	0	0	0	297	297	0	0	0	0	0	0	297
Adults and Social Care Total	5,570	3,762	0	0	0	9,332	6,718	0	0	0	2,471	0	143	9,332

Homes and Regeneration (Brent Cross)	2023-24	2024-25	2025-26	2026-27	2027-28	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	4,893	298	739	0	0	5,930	0	0	0	0	0	0	5,930	5,930
Brent Cross West Station	29,303	22,034	4,709	0	0	56,046	35,918	0	16,617	1,011	0	0	2,501	56,047
Critical Infrastructure	4,565	3,135	(25)	0	0	7,675	6,709	0	900	0	0	0	66	7,675
BXT Land Acquisitions	14,147	176	2,486	0	0	16,809	16,809	0	0	0	0	0	0	16,809
Homes and Regeneration (Brent Cross) Total	52,908	25,643	7,909	0	0	86,460	59,436	0	17,517	1,011	0	0	8,496	86,460

Family Friendly Barnet	2023-24	2024-25	2025-26	2026-27	2027-28	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
Oakleigh SEN	300	1,244	0	0	0	1,544	1,544	0	0	0	0	0	0	1,544
SEN Other Projects	531	0	0	0	0	531	531	0	0	0	0	0	0	531
SEN	1,910	2,000	2,000	5,621	0	11,532	11,532	0	0	0	0	0	0	11,532

Modernisation - Primary & Secondary	3,709	2,000	0	0	0	5,709	5,709	0	0	0	0	0	0	5,709
Saracens Primary	553	1,608	0	0	0	2,161	2,161	0	0	0	0	0	0	2,161
Grammar school projects	170	4,429	0	0	0	4,599	4,114	0	0	0	0	0	484	4,599
School place planning (Primary)	0	1,347	1,614	0	0	2,961	2,139	822	0	0	0	0	0	2,961
School place planning (Secondary)	0	1,761	1,585	0	0	3,346	2,524	822	0	0	0	0	0	3,346
Alternative Provision	525	254	0	0	0	779	766	13	0	0	0	0	0	779
Early Education and Childcare place sufficiency	268	0	0	0	0	268	0	0	0	0	268	0	0	268
Loft conversion and extension policy for Foster Carers	104	179	100	200	0	583	0	0	0	0	0	0	583	583
Meadow Close Children's Homes	1	0	0	0	0	1	0	0	0	0	0	0	1	1
Family Services Estate - building compliance, extensive R&M, H&S, DDA	100	229	132	0	0	461	0	0	116	0	0	0	345	461
Placement Demand Transformation	34	0	0	0	0	34	0	0	0	0	0	0	34	34
Solo Provision Bid	70	1,030	0	0	0	1,100	0	0	0	0	0	0	1,100	1,100
Pan-London Secure Children's home	1,483	0	0	0	0	1,483	1,483	0	0	0	0	0	0	1,483
Family Friendly Barnet Total	9,759	16,080	5,431	5,821	0	37,092	32,505	1,657	116	0	268	0	2,547	37,092

Culture, Leisure, Arts and Sports	2023-24	2024-25	2025-26	2026-27	2027-28	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	1,576	169	0	0	0	1,745	0	0	0	0	1,745	0	0	1,745
Libraries Capital Programme	248	0	0	0	0	248	125	118	0	0	0	0	5	248
Sport and Physical Activities	22	330	0	0	0	352	314	0	38	0	0	0	0	352
Culture, Leisure, Arts and Sports Total	1,846	499	0	0	0	2,345	439	118	38	0	1,745	0	5	2,345

Environment and Climate Change	2023-24	2024-25	2025-26	2026-27	2027-28	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														
Local Implementation Plan 2016/17 and onwards	1,790	0	0	0	0	1,790	1,790	0	0	0	0	0	0	1,790
Borough Cycling Programme	311	0	0	0	0	311	311	0	0	0	0	0	0	311
A1000 cycle lane	558	0	0	0	0	558	363	0	0	0	0	0	195	558
HIGHWAYS non-TfL														
Traffic Management	0	4	0	0	0	4	0	4	0	0	0	0	0	4
Highways Improvement	2,119	0	0	0	0	2,119	0	2,119	0	0	0	0	0	2,119
Travel Plan Implementation	0	91	0	0	0	91	0	91	0	0	0	0	0	91
Minor Highways Improvements	250	0	0	0	0	250	0	0	0	0	0	0	250	250
Saracens - highways works	0	40	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	517	0	0	0	0	517	0	0	0	0	0	0	517	517
Road Traffic Act - Controlled Parking Zones	50	0	0	0	0	50	0	50	0	0	0	0	0	50
Highway Asset Management/Network Recovery Plan (NRP) Phase 2	10,102	10,895	0	0	0	20,997	200	0	0	0	30	0	20,767	20,997
Exor Asset Management System	123	5	0	0	0	128	0	0	0	0	0	0	128	128
Highways & Transportation SCIL	7,689	3,959	4,580	0	0	16,227	0	0	0	0	16,227	0	0	16,227

Bus Route 125	240	0	0	0	0	240	0	0	0	0	0	0	240	240
Controlled Parking Zones (CPZs)	1,204	1,487	782	745	837	5,055	0	1,049	0	0	63	0	3,943	5,055
Environment and Climate Change														
Lines and Signs	9	0	0	0	0	9	0	0	0	0	0	0	9	9
LED Lighting	562	0	0	0	0	562	0	0	0	0	0	0	562	562
Moving traffic cameras	352	0	0	0	0	352	0	0	0	0	0	0	352	352
Controlled parking zones review	189	0	0	0	0	189	0	0	0	0	0	0	189	189
Highways (permanent re-instatement)	10	0	0	0	0	10	0	0	0	0	0	0	10	10
Data Works Management system	0	170	0	0	0	170	0	0	170	0	0	0	0	170
Vehicles	3,500	1,993	0	0	0	5,493	0	0	1	0	0	0	5,492	5,493
Two PM2.5 monitoring stations SCIL	1	0	0	0	0	1	0	0	0	0	1	0	0	1
Barnet EV 500 Project	2,305	0	0	0	0	2,305	1,307	48	0	0	0	0	950	2,305
Trojan Phase 2 EV Project	7,090	0	0	0	0	7,090	7,090	0	0	0	0	0	0	7,090
Jolt Town Centre EV Project	3,500	0	0	0	0	3,500	3,500	0	0	0	0	0	0	3,500
Barnet Playing Fields	488	0	0	0	0	488	0	326	0	0	162	0	0	488
West Hendon Playing Fields Sports Hub	1,070	8,473	8,380	0	0	17,923	8	272	0	0	15,524	0	2,119	17,923
Copthall PF & Mill Hill OS	500	1,500	0	0	0	2,000	0	0	0	0	2,000	0	0	2,000
Victoria Park Infrastructure	110	95	0	0	0	205	0	0	205	0	0	0	0	205
Greenspaces Infrastructure Programme	250	788	0	0	0	1,038	0	1,038	0	0	0	0	0	1,038
Green spaces development project	4,895	0	0	0	0	4,895	1,092	160	0	0	3,289	0	354	4,895
Heybourne Park Improvements	150	3,247	0	0	0	3,397	0	1,931	0	0	0	0	1,466	3,397
Refurbish and regenerate Hendon Cemetery and Crematorium	295	0	0	0	0	295	287	0	6	0	0	0	3	295
Gaelic playing pitch relocation	50	105	0	0	0	155	0	155	0	0	0	0	0	155
Milespit Cemetery Works	189	1,018	0	0	0	1,207	0	0	0	0	0	0	1,207	1,207
Colindale – Parks, Open Spaces and Sports	200	1,381	0	0	0	1,581	285	0	0	0	1,296	0	0	1,581
Environment and Climate Change	50,701	35,250	13,742	745	837	101,275	16,266	7,283	382	0	38,592	0	38,752	101,275

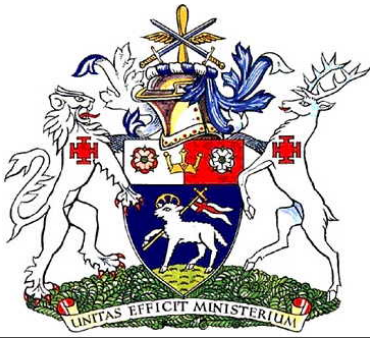
Homes and Regeneration	2023-24	2024-25	2025-26	2026-27	2027-28	Total	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLb)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Empty Properties	100	400	1,110	600	413	2,623	0	0	2,623	0	0	0	0	2,623
Hermitage Lane - mixed tenure residential conversion	0	1,780	0	0	0	1,780	0	0	0	0	0	0	1,780	1,780
New Build Housing (Open Door)	7,240	0	0	0	0	7,240	659	100	2,670	0	0	0	3,812	7,240
Housing acquisitions Open Door	23,000	38,500	41,000	0	0	102,500	0	0	0	0	0	0	102,500	102,500
The Burroughs, Hendon	4,717	3,899	0	0	0	8,616	0	0	0	0	0	0	8,616	8,616
Pinkham Way land release	0	100	0	0	0	100	100	0	0	0	0	0	0	100
Infrastructure Projects	0	5,000	0	0	0	5,000	0	0	0	0	5,000	0	0	5,000
Mixed tenure housing programme (Tranche 1)	695	0	0	0	0	695	0	0	0	0	0	0	695	695
Development Portfolio	3,890	0	0	0	0	3,890	575	0	3,112	0	0	0	203	3,890
ULF GF SAGE (142)	24,913	11,426	907	2,042	659	39,946	39,946	0	0	0	0	0	0	39,946
Town Centre	3,372	16,076	5,255	1,914	0	26,617	954	105	0	0	25,558	0	0	26,617
Colindale – Highways and Transport	450	2,000	4,550	0	0	7,000	1,032	2,545	0	0	3,423	0	0	7,000
Colindale Station Works	2,858	0	0	0	0	2,858	0	108	0	0	0	0	2,750	2,858
Grahame Park – Community Facilities	2,054	0	0	0	0	2,054	0	2,054	0	0	0	0	0	2,054
Public Sector Decarbonisation Scheme Phase 1	53	0	0	0	0	53	53	0	0	0	0	0	0	53
Care Homes - Meadowside and Dellfield	22,499	2,832	350	0	0	25,682	0	0	0	0	0	0	25,682	25,682

COLINDALE FOW MODIFICATIONS	624	0	0	0	0	624	0	0	140	0	0	0	484	624
FAMILY FRIENDLY HUB FITOUT	401	0	0	0	0	401	0	0	0	0	0	0	401	401
Healthier Routes to schools SCIL	400	300	300	0	0	1,000	0	29	0	0	971	0	0	1,000
Active Route - the Barnet Loop SCIL	540	650	0	0	0	1,190	190	0	0	0	1,000	0	0	1,190
Health projects	595	0	0	0	0	595	0	595	0	0	0	0	0	595
Public Sector Decarbonisation Scheme 3 (PSDS3) to Towards Net Zero	10,022	868	0	0	0	10,890	4,618	571	0	0	0	1,700	4,000	10,890
Homes and Regeneration Total	108,425	83,831	53,472	4,556	1,072	251,356	48,128	6,107	8,545	0	35,953	1,700	150,923	251,356

Resources and Effective Council	2023-24	2024-25	2025-26	2026-27	2027-28	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
Depot relocation	5,660	8,154	0	0	0	13,814	0	0	0	0	0	0	13,814	13,814
Asset Management	1,766	600	0	0	0	2,366	1	45	54	0	0	0	2,265	2,366
ICT strategy	2,136	1,470	0	0	0	3,606	0	0	0	0	0	0	3,606	3,606
Customer Services Transformation Programme	7	0	0	0	0	7	0	0	0	0	0	0	7	7
Saracen Loan	137	0	0	0	0	137	0	0	0	0	0	0	137	137
Replacement Finance, HR and Procurement systems	7,735	3,899	366	0	0	12,001	0	0	0	0	0	0	12,001	12,001
Connected Places	500	1,030	510	310	0	2,350	0	0	0	0	0	0	2,350	2,350
Resources and Effective Council Total	17,942	15,153	876	310	0	34,281	1	45	54	0	0	0	34,180	34,281

Housing Revenue Account	2023-24	2024-25	2025-26	2026-27	2027-28	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)	8,095	8,762	10,566	10,566	8,881	46,871	0	0	0	27,506	0	0	19,364	46,871
Accessible accommodation adaptations	713	1,162	1,200	1,200	0	4,275	0	0	0	370	0	0	3,904	4,275
Miscellaneous Repairs	3,400	3,300	2,410	0	0	9,110	0	0	0	0	0	0	9,110	9,110
M&E/ GAS	2,038	1,500	1,100	1,000	0	5,638	0	0	0	4,102	0	0	1,536	5,638
Voids and Lettings	2,189	1,286	1,049	0	0	4,524	0	0	0	4,524	0	0	0	4,524
New Build - 250 units	10,172	26,625	28,016	14,074	721	79,609	2,039	0	0	0	0	0	77,570	79,609
Graham Park NE	3,085	0	0	0	0	3,085	0	0	0	0	0	0	3,085	3,085
Dollis Valley - property acquisitions	50	500	1,000	315	0	1,865	0	0	1,865	0	0	0	0	1,865
Extra Care - housing (Stag)	2,359	96	0	0	0	2,455	0	0	0	0	0	0	2,455	2,455
Extra Care - housing (Cheshir)	12,235	5,313	2,129	0	306	19,984	3,727	650	0	0	0	0	15,607	19,984
Regen Stock Additional Investment	7,126	2,652	2,286	1,452	0	13,516	0	0	0	0	0	0	13,516	13,516
Neighbourhood works	1,030	2,063	1,641	1,641	0	6,375	0	0	0	0	0	0	6,375	6,375
Carbon Neutral works	1,073	2,759	3,638	3,638	4,000	15,108	0	0	0	0	0	0	15,108	15,108
Barnet Homes GLA development programme	13,360	18,037	3,155	182	0	34,735	6,128	2,900	0	0	0	0	25,707	34,735
HRA acquisitions	1,180	0	0	0	0	1,180	0	0	472	0	0	0	708	1,180
HRA Acquisitions Phase 3 - Programme 1	2,178	0	0	0	0	2,178	0	0	0	0	0	0	2,178	2,178
HRA Acquisitions Phase 3 - Programme 2	26,713	0	0	0	0	26,713	0	0	10,685	0	0	0	16,028	26,713
HRA Fire Safety Programme	5,027	5,900	5,900	5,200	0	22,027	0	0	0	2,427	0	0	19,600	22,027
HRA Colindale Gardens	75,000	0	0	0	0	75,000	10,533	0	19,467	0	0	0	45,000	75,000
Damp & Mould	1,000	1,000	1,000	1,000	0	4,000	0	0	0	0	0	0	4,000	4,000
Housing Revenue Account Total	178,021	80,956	65,092	40,269	13,908	378,246	22,427	3,550	32,490	38,930	0	0	280,848	378,246

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AGENDA ITEM 13
Cabinet

Title	Outturn, Quarter 1 and Mid-year Treasury Management Strategy and Performance Update 2023-24
Date of meeting	12 December 2023
Report of	Executive Director of Strategy & Resources (Section 151 Officer)
Wards	All
Status	Public
Urgent	No
Appendices	Appendix A – Summary of changes in capital programme
Officer Contact Details	Anisa Darr – Executive Director of Strategy & Resources (Section 151 Officer) – anisa.darr@barnet.gov.uk Jagroop Basra – Finance Manager – Treasury & Income Generation – jagroop.basra@barnet.gov.uk

Summary

This report updates on treasury management performance through the first half of 2023/24, presenting data at three points in time as comparators. These are 2022/23 outturn (31 March 2023), end of quarter one (30 June 2023) and the mid-year point (30 September 2023).

The strategies set out in the Treasury Management Strategy approved by Council on the 28 February 2023 remain in place and there have been no breaches of strategy in relation to debt or investments. However, we are recommending that both the Operational Boundary and the Authorised Limit are increased to reflect expected borrowing requirements through 23/24, which have increased significantly since the Authorised Limit was set in February 2023 due to the reasons set out in paragraph 1.19.

In the six months to 30 September 2023, £45m of PWLB borrowing has been taken to support the HRA and £15m for the General Fund. This was based on a need identified within the HRA capital expenditure plans and affordability is documented in the HRA 30-year business plan.

This report sets out the expected borrowing plans for the second half of 23/24 within the context of the Council's capital programme approved at September 2023 Cabinet and expected use of reserves through

23/24 based on forecast outturn as at Q2. After factoring expected use of reserves and increases to capital expenditure expected over 23/24, the treasury team would now expect to borrow a further £228m over the remainder of 2023/24, taking the council's external borrowing to £975m, which requires a revision to the Authorised Limit for total debt. The Authorised Limit was set at £920m for total external debt and other long-term liabilities over the period 23/24 and this report sets out the reasons for the recommended increase to £1,259m to reflect updated data around use of reserves and the capital programme. Note that the Operational Boundary and Authorised Limit are not, in themselves, an indication of the sustainability or viability of the capital programme. They are, rather, operational indicators for the treasury team to ensure that any borrowing requirements are consistent with the capital programme.

Investment performance throughout the same period has been above the benchmark. We achieved an average rate of return on our investment portfolio of 4.58% over the period against a benchmark of 4.55% and are achieving 5.30% as at 30 September 2023. This benchmark is the SONIA rate at which banks will lend to one another. This report confirms continued adherence to the investment strategy agreed in the 2023/24 Treasury Management Strategy Statement (TMSS) and confirms the treasury team continue to operate within the bounds of the counterparty criteria and agreed processes set out in the TMSS.

Recommendations

- **That Cabinet:**
- **Note the report, the treasury activity and performance updates against the Prudential Indicators**
- **Make recommendations to Council on the proposed approval of an increase to the council's Operational Boundary and Authorised Limit for External Debt to reflect the council's current expectations around use of reserves over 23-24 and capital expenditure requiring prudential borrowing**
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1. Reasons for the Recommendations

1.1 Capital Strategy

In December 2021, the Chartered Institute of Public Finance and Accountancy, (CIPFA), issued revised Prudential and Treasury Management Codes. These require all local authorities to prepare a Capital Strategy which included the following: -

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

1.2 Treasury Management

The Council, by legislation, is bound to set and operate a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low-risk counterparties, maintaining adequate liquidity before considering optimising investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer-term cash may involve arranging long or short-term loans, or using longer

term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council's risk or cost objectives.

Accordingly, treasury management is defined as:

"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

1.3 Introduction

This report has been written in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2021).

The primary requirements of the Code are as follows:

1. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
2. Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
3. Receipt by full Council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report, (stewardship report), covering activities during the previous year. (Quarterly reports are also required for the periods ending April to June and October to December but may be assigned to a designated committee or panel as deemed appropriate to meet the Treasury Management governance and scrutiny aspects of the Council.)
4. Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
5. Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is Overview and Scrutiny Committee.

1.4 This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:

- An economic update for the first half of the 2023/24 financial year;
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- The Council's capital expenditure, as set out in the Capital Strategy, and prudential indicators;
- A review of the Council's investment portfolio for 2023/24;
- A review of the Council's borrowing strategy for 2023/24;
- A review of compliance with Treasury and Prudential Limits for 2023/24.

1.5 Economic update (first half of the year)

- At 31 March 2023, the Bank of England's (BOE) Monetary Policy Committee (MPC) had set the base rate at 4.25%. Over the first half 2023/24, this has been increased by 100 basis points (bps) to 5.25% which some commentators including Link, the Council's treasury advisors, expect to be the peak of the tightening cycle. The impact for this on Barnet Council

has been increased investment returns from more responsive, liquid investment assets, such as money market funds (MMFs).

- Short, medium and long dated gilts remain elevated as inflation remained high compared to forecasts by BoE at the beginning of the year. As the Council's primary source of long-term borrowing, the Public Work Loans Board (PWLB) prices its loans at gilts plus a mark-up; this has meant the cost of new borrowing has remained high.
- Consumer Price Index (CPI) inflation has fallen from 8.7% in April to 6.7% in August, its lowest rate since February 2022, but still the highest in the G7. Core CPI inflation declined to 6.2% in August from 7.1% in April and May, a then 31 years high. There has been a cooling in labour market conditions, but no evidence yet that it has led to an easing in wage growth (as the 3-month year on year growth of average earnings rose to 7.8% in August, excluding bonuses). These conditions reflect an improving situation as inflation begins to move in the direction of the BOE's 2% target, however wage growth continuing to stay high may keep inflation levels elevated due to the price-wage echo. In respect of implications for Barnet council, services have faced higher costs causing strain on budgets. There may be pressure on salary budgets in future years to meet higher workforce wage demands in the face of elevated price levels.

1.6 In its latest monetary policy meeting on 20 September, the Bank of England left interest rates unchanged at 5.25%. The weak August CPI inflation release, the recent loosening in the labour market and downbeat activity surveys indicating low economic growth appear to have convinced the Bank of England that it has raised rates high enough.

1.7 Link expect that, as the growing drag from higher interest rates intensifies over the next six months, the economy will continue to lose momentum and soon fall into a mild recession. Their view is that strong labour demand, fast wage growth and government handouts have all supported household incomes over the past year and with CPI inflation past its peak and expected to decline further, the economy has got through the cost-of-living crisis without recession. Link suggest that despite the largest falls in real household disposable incomes having happened, the phasing out of financial support packages provided by the government during the energy crisis means real incomes are unlikely to grow strongly and that higher interest rates will also soon take a greater hold. Link expect the Bank of England to keep interest rates at the probable peak of 5.25% until the second half of 2024.

1.8 Interest Rate Forecasts

The Council has appointed Link Group as its treasury advisors and part of their service is to assist the Council to formulate a view on interest rates. The PWLB rate forecasts below are based on the Certainty Rate of gilts + 80bps (the standard rate of gilts + 100bps, minus 20 bps certainty rate discount which has been accessible to most authorities since 1st November 2012).

1.9 The latest forecast on 25th September sets out a view that short, medium and long-dated interest rates will be elevated for some time, as the Bank of England seeks to squeeze inflation out of the economy, however. The forecast also anticipated a reduction to short, medium and long-term over the next 24 months. The reduction in rates implied by this forecast will be considered when taking out new borrowing, specifically it may be appropriate to take short-term borrowing with a view refinancing rather than locking into high medium to long-term rates now. This approach is based on insight by industry experts, however, there is always a risk that interests do not fall as forecast or, indeed, increase further.

Link Group Interest Rate View	25.09.23												
	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
BANK RATE	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.00	2.75	2.75	2.75	2.75	2.75
3 month ave earnings	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.00	2.80	2.80	2.80	2.80	2.80
6 month ave earnings	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.10	2.90	2.90	2.90	2.90	2.90
12 month ave earnings	5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.20	3.00	3.00	3.00	3.00	3.00
5 yr PWLB	5.10	5.00	4.90	4.70	4.40	4.20	4.00	3.90	3.70	3.70	3.60	3.60	3.50
10 yr PWLB	5.00	4.90	4.80	4.60	4.40	4.20	4.00	3.80	3.70	3.60	3.60	3.50	3.50
25 yr PWLB	5.40	5.20	5.10	4.90	4.70	4.40	4.30	4.10	4.00	3.90	3.80	3.80	3.80
50 yr PWLB	5.20	5.00	4.90	4.70	4.50	4.20	4.10	3.90	3.80	3.70	3.60	3.60	3.60

1.10 Treasury Management Strategy Statement and Annual Investment Strategy Update

The TMSS for 2023/24 was based on data available at 31 December 2022 and was approved by Council on 28 February 2023. This report uses updated capital programme data presented at Cabinet in September 2023 and, due to increases in expected borrowing requirements, will recommend changes to the Operational Boundary and Authorised Limit within the 23-24 TMSS.

1.11 The Council's Capital Position (Prudential Indicators)

This part of the report is structured to update:

- The Council's capital expenditure plans;
- How these plans are being financed;
- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- Compliance with the limits in place for borrowing activity.

1.12 Prudential Indicator for Capital Expenditure

This table shows the revised estimates for capital expenditure and the changes since the capital programme that was presented at the December Policy and Resources (P&R) Committee meeting. This report uses the December P&R capital programme data as a comparator because this is the data that was used to prepare the 2023/24 TMSS.

In addition, the treasury team has added £45m of Prudential Borrowing relating to the purchase of properties for the HRA (Colindale Gardens) that was not included in the Capital Tables presented at September 2023 Cabinet. This additional prudential borrowing has been factored into our recommended revisions to the Operational Boundary and Authorised Limit in section 1.23.

Forecasted Capital Expenditure 2023/24 (£m)	Original Estimate Agreed at December 22 P&R	Revised Estimate Agreed at September 23 Cabinet	Change in Forecast
General Fund	210.741	271.537	60.796
HRA	100.569	160.971*	60.402
Total Capital Expenditure	311.310	432.509*	121.199

*These capital expenditure estimates include £45m relating to Colindale Gardens – actual capital expenditure relating to Colindale Gardens may be higher due to use of other sources of financing not included above.

1.13 Changes to the Financing of the Capital Programme

The table below shows the financing arrangements of the capital expenditure set out in 1.12. The borrowing element of the table increases the underlying indebtedness of the council by way of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt, the Minimum Revenue Provision (MRP). This direct borrowing need may

also be supplemented by maturing debt and other treasury requirements. This analysis shows that the Net Finance Requirement has increased by £81m since the 23-24 TMSS was set in February 2023.

Financing of Capital Expenditure 2023/24 (£m)	Original Estimate Agreed at December 22 P&R	Revised Estimate Agreed at September 23 Cabinet	Change in Forecast
Total Capital Expenditure	311.310	432.509	121.199
Financed by:			
Capital Receipts	14.581	20.404	5.823
Capital Grants	72.486	104.693	32.207
Capital Reserves	36.227	39.112	2.885
Revenue	13.134	12.378	(0.756)
Net Financing Requirement	174.882	255.922	81.04

1.14 Note that the council operates two pools of debt, General Fund (GF) and the Housing Revenue Account (HRA), with each fund servicing the interest costs of a proportionate share of debt. However, for the purposes of compliance with the prudential indicators and for the policy of borrowing in advance of need the capital financing requirement, the council will use the combined capital financing requirement of the two pools. This does not conflict with the need to ensure the affordability of debt for each pool and is consistent with the Chartered Institute for Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities (Prudential Code).

1.15 Changes to the Prudential Indicators for the Capital Financing Requirement (CFR), External Debt and Operational Boundary

This table below shows the CFR, which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period, which is termed the Operational Boundary.

Prudential Indicator – Capital Financing Requirement

The projected CFR changes with in-year revisions to the council’s capital expenditure plans as these drive the level of prudential borrowing required. The table below shows the latest revised projection of CFR at 31 March 2024 based on updated capital programme data and reserve usage forecasted through 2023/24.

Updated projection of CFR (£'000)	Revised Projection	Projected within 23-24 TMSS	CFR in draft 2022/23 Accounts
Projected CFR 31 March 2024 (23-24 TMSS)	1,138,498		
Adjustment for actual CFR at 1 April 2023	(38,422)	975,593	937,171
Increase Prudential Borrowing	81,000		
Projected CFR 31 March 2024 (updated data)	1,181,076		

Prudential Indicator – Operational Boundary

1.16 The Treasury Team set its Operational Boundary and Authorised Limit in February 2023 based on data available at 31 December 2022. At that time the Treasury Team were working to the following data points:

Expected Treasury assets at 1 April 2023	£163m
Expected Prudential Borrowing 23-24	£175m
Expected Prudential Borrowing 24-25	£120m
Externalised Internal Borrowing	Nil
Target Treasury assets at 31 March 2024 (liquidity buffer)	£30m

1.17 The treasury team then set its Operational Boundary for 23-24 as the level of external borrowing required over 23-24 to cover both 23-24 and 24-25 prudential borrowing requirements (i.e., to allow forward borrowing against the agreed capital programme for 2-years). This Operational Boundary allowed for expected investments at 1 April 2023 of £163m and our target liquidity buffer of £30m at 31 March 2024. This gave an Operational Boundary for external debt of £808m over 23-24 i.e., scope for £121m of additional borrowing over 23-24. The expectation of other long-term liabilities (OLTL) to total to £11.925m, made up of the Public Finance Initiative (PFI) lease liability relating to streetlighting, has not changed and therefore the Operational Boundary for External Debt and OLTL was set at £820m. Further details of how the Operational Boundary was set is explained in the 23-24 TMSS.

1.18 The Treasury Team than set its Authorised Limit as £100m in addition to its Operational Boundary (as has been the practice for previous TMSS) giving total scope of £221m of borrowing over 23-24. In addition, significant levels (around £200m) of forward borrowing had been taken through 20-21 and 21-22 when interest rates were substantially lower.

1.19 We have reviewed the data points set out in 1.17 above at 30 September 2023 and found significant differences as follows:

- The council’s Treasury assets at 31 March 2023 were £104m not £163m
- A significant increase in Prudential Borrowing over 23-24 of £81m (as explained in 1.13)
- A significant expected use of usable reserves which would mean externalising internal borrowing of £116m

A more detailed explanation of the implication of these changes from a borrowing perspective is set out below:

1.20 The lower-than-expected treasury assets is due to repayment of Covid grants made available by central government for the council to pay to businesses that could meet specific eligibility criteria, use of usable reserves in 2022/23 and other ebbs and flows of liquidity (“working capital”). The impact of lower than forecasted opening investment balances is an increased financing requirement as capital expenditure previously planned to be met from cash balances now need to be met through external borrowing.

1.21 The capital programme’s prudential borrowing requirement to year end 2023/24 has increased by £81m relative to data available at 31 December 2022. The treasury team has undertaken a very

high-level analysis of the changes to the capital programme since December 2022 and understands the main increases for 23-24 since December 2022 are Colindale Gardens (£45m), Care Homes: Meadowside and Dellfield (£25m), the Burroughs Hendon (£4m), Roads (£4m) and New Depot (£13m). Some capital streams have reduced expected prudential borrowing. A summary of the treasury team's analysis is provided in appendix A.

- 1.22 We understand from the closing team that the council is planning to use £116.3m of usable reserves in 2023/24. This includes £16.3m of capital receipts, £53.3m of unapplied capital grants, £43.1m of earmarked reserves, £3.7m of provisions and a small contribution to the HRA reserve. It is very important to note that these reserves are not held as cash as they have been employed to finance historical capital projects as a way of avoiding the cost of external borrowing (this is known as "internal borrowing"). As a result of this, the use of reserves, including historical capital receipts and grants, means that the treasury team would need to externalise its internal borrowing (take new external loans), therefore increasing the council's external borrowing requirement over 23/24.

Usable Reserves (£'000)	Impact of 2023/24 Reserve Drawdown		
	Opening Balance	Drawdown 2023/24	Closing Balance
General Fund Balance	-15,082	0	-15,082
Housing Revenue Account Balance	-6,120	-194	-6,314
Collection Fund Adjustment Account	-4,692	0	-4,692
Earmarked reserves	-126,701	40,394	-86,307
School Balances	-12,844	2,744	-10,100
Capital Receipts Reserve - GF	-9,083	6,233	-2,850
Capital Receipts Reserve - HRA	-34,744	10,059	-24,685
Capital Receipts total	-43,827	16,292	-27,535
Provisions (exc. any accumulating absences)	-15,358	3,719	-11,639
Capital Grants Unapplied (Incl S106)	-118,397	53,347	-65,050
Grand Total	-343,019	116,302	-226,717

- 1.23 The table below shows the aggregated impact of the changes to the capital programme, opening investment balances and use of reserves, and the resultant requirement for external borrowing and the Operational Boundary and Authorised Limit implied by this.

£m *negative number indicates asset or cash inflow	Based on 31 December 2022 data	Based on 30 September 2023 data	Delta	Comment on delta
Borrowing 1 April 2023	689	687	(2)	Repayment on Principal only loans
Expected Treasury Investments at 1 April 2023	(163)*	(104)*	59	see 1.21
Expected Prudential Borrowing over 23/24	175	256	82	see 1.22
Externalised Internal Borrowing over 23/24	0	116	116	See 1.23
Expected MRP over 23/24	(12)*	(12)*	0	MRP provision improves expected cash position of Treasury

Expected Actual Borrowing over 23/24:	(30)*	(286)*	(256)*	
Expected Treasury Investments 31 March 2024	(30)*	(30)*	0	Liquidity buffer
Expected Total External Borrowing 31 March 2024	719	973	254	New forecast for borrowing - does not account for principal repaid in year
Operational Boundary for External Debt	808	1,147	339	
Other long-term Liabilities (OLTL)	12	12	0	Joint streetlighting PFI lease liability
Operational Boundary for External Debt and OLTL	820	1,159	339	
Authorised Limit	920	1,259	339	

1.24 In summary, the 2023/24 TMSS set out an Authorised Limit of £920m based on the available data at 31 December 2023. Following the same methodology for updated data at 30 September 2023, this report recommends that the Operational Boundary is increased to £1,159m and the Authorised Limit is increased to £1,259m to allow the treasury team to borrow up in line with the council's capital programme and expected use of reserves over 2023-24.

1.25 Note that the Operational Boundary and Authorised Limit are not, in themselves, an indication of the sustainability and viability of the capital programme. They are, rather, operational indicators for the treasury team to ensure that any borrowing requirements are consistent with the capital programme. This means that the treasury team is not "signing off" on the level of borrowing requested as being viable, rather reacting to the level of borrowing implied by the capital programme and need to externalise internal borrowing due to use of reserves. Whilst each capital project is assessed for viability and sustainability at an individual level it is important that in aggregate the council is satisfied that the implied increase to borrowing does not introduce unnecessary or unsustainable risks to the council. and the treasury team will raise this point with the Capital Strategy Board.

1.26 We recommend the impact of higher borrowing within the treasury cost centre is understood and reflected in the council's MTFS (see 1.37).

1.27 Borrowing

The table below shows the actual movement of the council's external borrowing since 31 March 2023 to 30 September 2023 (£744.1m) and gives a projection of the position at 31 March 2024 (£945.1m). The treasury team may rebase HRA assets at 1 April 2023 after analysing the HRA's CFR and reserve position. This analysis may impact on the split of borrowing between HRA and General Fund.

Actual and Projected External Borrowing 23/24	31/03/2023		30/06/2023		30/09/2023		31/03/2024	
	Actual		Actual		Actual		Projected	
£m	GF	HRA	GF	HRA	GF	HRA	GF	HRA
PWLB	242.1	379.4	257.1	379.4	256.6	424.4	485.3	424.4
Market Loans	32.4	30.1	32.4	30.1	32.4	30.1	32.4	30.1
Salix	3.9	0.0	3.3	0.0	3.3	0.0	2.9	0.0
Total Loans	278.5	409.5	292.9	409.5	292.4	454.5	520.6	454.5

A summary of long-term loans taken out over the period 1 April 2023 to 30 September 2023 is set out below:

Principal (£m)	Fund	Start Date	End Date	Rate	Structure	Lender
15	General Fund	03/04/2023	02/04/2038	4.03%	Annuity	PWLB
45	HRA	20/07/2023	19/07/2073	4.90%	Annuity	PWLB

Taking this into consideration, and a further £228m of expected borrowing, total year-end borrowing will be £975m.

1.28 PWLB maturity certainty rates (gilts plus 80bps) year to date to 29th September 2023

Gilt yields and PWLB certainty rates were on a generally rising trend throughout the first half of 2023/24. At the beginning of April, the 5-year rate was the cheapest part of the curve and touched 4.14% whilst the 25-year rate was relatively expensive at 4.58%.

July saw short-dated rates peak at their most expensive. The 1-year rate spiked to 6.36% and the 5-year rate to 5.93%. Although, in due course, short-dated rate expectations fell, the medium dates shifted higher through August and the 10-year rate pushed higher to 5.51% and the 25-year rate to 5.73%. The 50-year rate was 4.27% on 5th April but rose to 5.45% on 28th September.

PWLB rates between 01 April 2023 – 30 September 2023

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	4.65%	4.14%	4.20%	4.58%	4.27%
Date	06/04/2023	06/04/2023	06/04/2023	06/04/2023	05/04/2023
High	6.36%	5.93%	5.51%	5.73%	5.45%
Date	06/07/2023	07/07/2023	22/08/2023	17/08/2023	28/09/2023
Average	5.62%	5.16%	5.01%	5.29%	5.00%
Spread	1.71%	1.79%	1.31%	1.15%	1.18%

1.29 Link PWLB rate forecast

Link forecast rates to fall back over the next two to three years as inflation dampens. The CPI measure of inflation is expected to fall below 2% in the second half of 2024, and Link forecast 50-year rates to stand at 3.90% by the end of September 2025. However, their forecast is caveated by highlighting that there is considerable gilt issuance to be digested by the market over the next couple of years, as a minimum, so there is a high degree of uncertainty as to whether rates will fall that far.

1.30 Debt Rescheduling

Debt rescheduling opportunities have been very limited in the current economic climate and following the various increases in the margins added to gilt yields which have impacted PWLB new borrowing rates since October 2010. No debt rescheduling has therefore been undertaken to date in the current financial year. However, now that the whole of the yield curve has shifted higher there may be better opportunities in the future, although only prudent and affordable debt rescheduling will be considered but will be considered if it will give rise to long-term savings.

1.31 Compliance with Treasury and Prudential Limits

It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the half year ended 30th September 2023, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement for 2023/24. However, as noted under 1.16 to 1.26 the treasury team is recommending that Operational Boundary Authorised Limit is increased to reflect the use of reserves and increase in capital programme seen since 31 December 2022.

All treasury management operations have also been conducted in full compliance with the Council's Treasury Management Practices.

1.32 Annual Investment Strategy

The TMSS for 2023/24, which includes the Annual Investment Strategy, was approved by the Council on 28 February 2023. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Council's investment priorities as being:

- Security of capital
- Liquidity
- Yield

The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the Council's risk appetite. In the current economic climate, it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 12 months with high credit rated financial institutions, using the Link suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information. In practice, to support capital outlay and avoid refinancing while interest rates for borrowing are high, the treasury team are allowing fixed-term deposits to mature and reinvesting them in Money Market Funds (MMFs) until such time as they are being spent. This approach means that we have fewer term deposits in our portfolio and are also expecting to see overall total investment balances fall.

Creditworthiness

Following the Government's fiscal event on 23rd September 2022, both S&P and Fitch have placed the UK sovereign debt rating on Negative Outlook, reflecting a downside bias to the current ratings considering expectations of weaker finances and the economic outlook.

Investment Counterparty criteria

The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function.

CDS prices

It is noted that sentiment in the current economic climate can easily shift, so it remains important to undertake continual monitoring of all aspects of risk and return in the current circumstances.

1.33 Investment Balances and Performance

The average level of funds available for investment purposes during the first half of the financial year was £143.233m. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme. In the April 2023, the council received significant funding from central government and borrowed £15m and in July 2023, a further £45m was borrowed – these cash balances fell through the periods shown below as expenditure was incurred, which explains why

investment balances at the dates shown below were lower than the average balances available to invest through the year to date. The Council holds a minimum of £30m core cash balances in MMFs for cashflow purposes (i.e., funds available for on the day redemption).

Date	Total Investments (£m)	Total Money Market Fund Investments (£m)	Fixed Deposits Investments (£m)	Average Rate of Return	Interest Accrued in Quarter to Date (£m)
31/03/2023	108.300	39.000	69.300	3.71%	2.645
30/06/2023	108.640	57.940	50.700	4.60%	1.112
30/09/2023	105.910*	45.910*	60.000	5.30%	1.913

**Balances include £20m of short-term loans borrowed on the inter-local authority market to manage cashflow*

1.34 Approved Limits

Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the 6-month period ended 30th September 2023.

1.35 Treasury Management and Medium-Term Financial Strategy (MTFS)

The authority is operating against a vastly different backdrop to that of recent years, whereby the costs associated with financing the capital programme through external borrowing were relatively low and enabled the council to hold higher cash balances as investments. A high inflationary environment has also increased the strain on revenue budgets.

As the council is now running down cash balances in favour of avoiding taking on new external borrowing, the previous internal borrowing approach is being unwound. Where the council has previously used the cash backing its usable reserves to finance capital projects and avoid external borrowing, the cost to the council of using this cash has been the foregone investment income on the balances before they had been spent, however this is typically lower than the cost of external borrowing, so it is more efficient to use internal borrowing.

The shift to using these reserves requires the treasury team to source external borrowing and therefore incur higher interest payable costs.

The impact of lower cash balances and higher external debt will mean the treasury team's cost centre will switch from a broad contribution to the council's budget to being a significant cost to the council's budget (before application of MRP). The treasury team have been working closely with teams across the finance department to support the modelling of this impact, factoring in the true cost of using reserves and externalising internal borrowing over the span of the MTFS. Initial analysis suggests that this cost is significant.

2. Alternative Options Considered and Not Recommended

- 2.1 The council has the option to keep high cash balances as investments and externalise all internal borrowing immediately, however this is not recommended due to the high cost of external borrowing and the cost of carry that would be incurred, where interest rates payable on loans outstrip rates of return achievable on investments.

2.2 To make an adjustment to the Operational Boundary and Authorised Limit, however these are important indicators of outturn against the council's initial plans and so should be used to inform decisions and revise plans to stay within the limits where necessary.

3. Post Decision Implementation

3.1 If the Committee identify any areas that they wish to scrutinise in-depth then Scrutiny Officers will request that a report be presented to a future meeting of the Committee and that the relevant Cabinet Member and officer attend to answer questions on the issues raised.

3.2 Following consideration of the report, the Committee may, in accordance with the following Committee Procedure Rules:

- 38.2.2 Make reports or recommendations to Full Council or the Cabinet with respect to the discharge of any functions which are the responsibility of the executive.
- 38.2.4 Make reports or recommendations to Full Council or the Cabinet with respect to the discharge of any functions which are not the responsibility of the executive.
- 38.2.6 Review or scrutinise the performance of anybody carrying out any function on behalf of or in partnership with the Council.

3.3 Committee Procedure Rule 40 details how the Cabinet and/or Council will deal with matters referred from the Overview and Scrutiny Committee or Sub-Committees

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

4.1 The Corporate Plan 2023-26 sets out one of its aims for the council as being financially responsible. Effective treasury management directly supports this aim, but being an effective treasury team and delivering to our treasury management strategy statement will support the organisation in meeting all other elements of the corporate plan through strong financial management.

4.2 The treasury team are also building Ethical, Social and Governance (ESG) considerations into the decision making around investments and have in 2023-24 placed a 'sustainable deposit' with Standard Chartered, where much of the onward lending by the bank goes to support sustainable development projects that address long-term environmental challenges.

Risk Management

4.3 The council's policy around counterparty credit worthiness and ensuring all investment activity is carried out within the bounds of the agreed TMSS investment criteria is part of the council's corporate risk register and the associated risks are monitored quarterly through this process.

Insight

4.4 The Council uses its treasury advisors Link to provide key insight to support its analysis around key investment and borrowing decisions.

Social Value

4.5 Through aiming to achieve security of the council's capital at the highest investment returns available, the Treasury team support the wider organisation in using its resources as effectively as possible to generate income that will support service delivery. Ensuring that we have sufficient liquidity, and that external borrowing is financed at the most opportune timing and at the lowest possible rates also help to keep the council's costs lower, enabling more resources to be directed towards delivering services that generate higher social value.

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

5.1 None in the context of this report.

6. Legal Implications and Constitution References

- 6.1 Authorities are required by regulation to have regard to the CIPFA Prudential Code when carrying out their duties in England and Wales under Part 1 of the Local Government Act 2003.
- 6.2 Section 1: E4. of The Prudential Code requires authorities to look at capital expenditure plans, investments and debt in the light of overall organisational strategy and resources and ensure that decisions are being made with sufficient regard to the long-run financing implications and potential risks to the authority.
- 6.3 The Act also sets out in Part 1, 3.1. "A local authority shall determine and keep under review how much money it can afford to borrow" and gives the general power to do so and 12.b "A local authority may invest for the purposes of the prudent management of its financial affairs".
- 6.4 Section 3 of the Local Government Act 2003 places a duty on a local authority to determine and keep under review how much money it can afford to borrow. The Council has determined this limit to be £920m as set out in the TMSS and there has been no breach of the strategy.
- 6.5 Part 4A of the Council's constitution, section 2.15.2 sets out that "Cabinet will receive reports on its treasury management policies, practices and activities. This will also be considered by the Overview and Scrutiny Committee and Sub Committees. These reports will incorporate the prudential borrowing limits and performance indicators.
- 6.6 The terms of reference of the Overview & Scrutiny Committee and Sub-Committees (Council Constitution, Part 2B, Terms of Reference of Committees and Sub-Committees includes: "9.2.6 Performance Review - to receive selected monitoring reports (including KPI, financial performance and risk information) in relation to internally and externally delivered services" and that they may "9.4.1.2 Review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas.
- 6.7 The terms of reference state that "The Overview & Scrutiny Committee has the following powers and duties:
- 10.1 The Overview and Scrutiny Committee has the following power and duties:
 - 10.1.1 To oversee an agreed work programme that can help secure service improvement through in-depth investigation of performance issues and the development of an effective strategy/policy framework for the council and partners;
 - 10.1.2 To have general oversight of the council's scrutiny function;
 - 10.1.3 To offer challenge and critical support to the Executive's policy development function and the long-term strategic direction of the borough;
 - 10.1.4 To anticipate policy changes and determine their potential impact on residents and to recommend changes where these are appropriate;
 - 10.1.5 To consider the council and partners' strategic approach to service delivery, using, where necessary, the power of overview and scrutiny committees to receive information from partner agencies and to require partner authorities to have regard to reports and recommendations from the Committee, as set out under Part Five of the Local Government and Public Involvement in Health Act 2007;

10.1.6 To undertake detailed investigation of service/financial performance in order to recommend policy changes to the Executive and to undertake investigations;

10.1.7 To report scrutiny findings and recommendations to the Executive within 8 weeks of being published or to its next meeting, whichever is the sooner, in accordance with the council's constitution."

7. Consultation

7.1 There has not been any Consultation process followed in the preparation of this report.

8. Equalities and Diversity

8.1 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:

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

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

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

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

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

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

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

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

- 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

9. Background Papers

- 9.1 2023/24 Treasury Management Strategy Statement (accessible [here](#))
- 9.2 Capital Programme September 2023 (accessible [here](#))

Appendix A – Significant changes to capital project expenditure plans within the Capital Programme as agreed at 31 December 2022 and 30 September 2023

Capital Stream	December 2022 Borrowing	September 2023 Borrowing	Change
	£000	£000	£000
MEEF	10,000	8,400	(1,600)
Brent Cross West Station	1,828	(0)	(1,828)
New Build Housing (Open Door)	0	3,812	3,812
Housing acquisitions Open Door	36,000	23,000	(13,000)
The Burroughs, Hendon	4,498	8,616	4,119
Strategic opportunities fund	13,185	0	(13,185)
Public Sector Decarbonisation Scheme 3 (PSDS3) to Towards Net Zero	0	4,000	4,000
Firestopping works and other urgent maintenance works at care homes	10,000	0	(10,000)
Care Homes - Meadowside and Dellfield	0	25,682	25,682
Highway Asset Management/Network Recovery Plan (NRP) Phase 2	5,147	6,397	1,250
Environment	9,416		(9,416)
Vehicles	3,177	5,492	2,314
Improving Barnets Roads	0	4,000	4,000
Depot relocation	0	13,743	13,743
Asset Management	600	1,665	1,065
Replacement Finance, HR and Procurement systems	5,624	7,177	1,553
New Build - 250 units	8,277	9,328	1,050
Extra Care - housing (Cheshir)	13,915	8,153	(5,762)
Regen Stock Additional Investment	3,803	7,126	3,323
Carbon Neutral works	3,759	2,073	(1,686)
HRA Acquisitions Phase 3 - Programme 1	0	2,178	2,178
HRA Acquisitions Phase 3 - Programme 2	4,897	16,028	11,131
HRA Fire Safety Programme	5,900	1,900	(4,000)
Graham Park NE	1,933	3,085	1,152
Colindale Gardens	0	45,000	45,000
General Fund	107,753	121,311	13,558
HRA	34,207	85,542	51,336

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Cabinet

Title	Equalities Annual Report 2023
Date of meeting	12 December 2023
Report of	Councillor Zahra Beg, Cabinet Member for Equalities, Voluntary and Community Sector
Wards	All
Status	Public
Key	No
Urgent	No
Appendices	Appendix 1 – Equalities Annual Report 2023
Lead Officer	<p>Chris Munday Executive Director Children and Families Chris.Munday@barnet.gov.uk</p> <p>Anisa Darr Executive Director, Strategy and Resources Anisa.Darr@barnet.gov.uk</p> <p>Liz Cowie Assistant Director, Strategy, Engagement and Communications Liz.Cowie@barnet.gov.uk</p>
Officer Contact Details	<p>Steve Benbough Strategy Manager, Strategy, Engagement and Communications Stephen.Benbough@barnet.gov.uk</p>
Summary	
<p>This report provides an overview of the structures the Council has in place and the actions and activities we have taken over the past 12 months to meet our statutory responsibilities under the Equality Act and Public Sector Equality Duty and to improve outcomes for our residents.</p>	

Recommendations

That Cabinet approves the Annual Equalities Report 2023 and its subsequent publication on the Council's website.

1. Reasons for the Recommendations

- 1.1 The Public Sector Equality Duty requires public bodies and others carrying out public functions to have due regard to the need to eliminate discrimination, 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 four years
- 1.2 The Annual Equalities Report 2023 in Appendix 1 has been prepared to comply with the first of these requirements and to update Cabinet on the work being undertaken to address inequalities in the borough. Our current strategic equality objective is included in the Equalities, Diversity and Inclusion (EDI) Policy approved by the Council in 2021. This policy is currently being reviewed to align with Our Plan for Barnet 2023-26 and to provide a greater focus on addressing external inequalities in the borough. The intention is to submit new equality objectives to the Cabinet in February 2024 and then to Council as part of a new policy.

2. Alternative Options Considered and Not Recommended

None

3. Post Decision Implementation

- 3.1 Subject to approval by Cabinet, the Annual Equalities Report 2023 (Appendix 1) will be published on the equalities pages of the Council's website.
- 3.2 As referred to in the annual report, we are intending to submit a refreshed EDI Policy to the meeting of Cabinet in February 2024.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 4.1 Our Plan for Barnet 2023-2026 sets out our vision for fighting poverty and tackling inequalities. This report provides an overview of the structures we have in place and the actions and activities that we have taken over the past 12 months to address inequalities and improve outcomes for our residents.

Corporate Performance / Outcome Measures

- 4.2 We have prepared a State of the Borough Report to provide a baseline of known inequalities in Barnet to help inform the development of our new EDI Policy. We intend to build and expand on this in future years by developing an Equalities Index to monitor and track progress against a range of inequalities outcomes and metrics.

Sustainability

- 4.3 We need to consider environmental and sustainability issues from an equalities perspective to ensure that our journey to net zero takes place in a fair and inclusive way. This is an emerging theme for inclusion in our new EDI Policy.

Corporate Parenting

- 4.4 People with care experience face disadvantage, discrimination and barriers in life. We have a particularly strong responsibility for this group and will bring forward a proposal as part of the new EDI Policy that care experience is taken into account when staff are considering equality impacts. This will be further explored in the report about the policy.
- 4.5 The Children and Social Work Act 2017 also places a duty on the Council to consider corporate parenting principles in decision-making.

Risk Management

- 4.6 We monitor and report against our strategic equalities objectives and action plans to ensure that we meet our statutory obligations under the Equality Act 2010 and Public Sector Equality Duty.

Insight

- 4.7 An overview of the characteristics of our residents can be found in the Barnet Joint Strategic Needs Assessment. We have also prepared a State of the Borough Report which provides a profile of Barnet's population and gives a summary of known inequalities in the borough. The report is based on extensive research and draws on a wide range of resources and data.

Social Value

- 4.8 The updated social value policy outlines how we can extract benefits from our procured contracts and reinvest them into the community. The policy provides opportunities to further the equalities, diversity and inclusion agenda as well as reducing poverty.

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

- 5.1 There are no resource implications arising from this report.

6. Legal Implications and Constitution References

- 6.1 The Council has statutory obligations under the Equality Act 2010 and Public Sector Equality Duty as described in the Equalities Annual Report 2023 (Appendix 1). This report has been prepared as part of a requirement to publish equality information at least once a year to show how we have complied with the equality duty.
- 6.2 Under Section 1 of the Children and Social Work Act 2017:
- (1) A local authority in England must, in carrying out functions in relation to the children and young people mentioned in subsection (2), have regard to the need -
 - (a) to act in the best interests, and promote the physical and mental health and well-being, of those children and young people;
 - (b) to encourage those children and young people to express their views, wishes and feelings;

- (c) to take into account the views, wishes and feelings of those children and young people;
- (d) to help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners;
- (e) to promote high aspirations, and seek to secure the best outcomes, for those children and young people;
- (f) for those children and young people to be safe, and for stability in their home lives, relationships and education or work;
- (g) to prepare those children and young people for adulthood and independent living.

(2) The children and young people mentioned in this subsection are -

- (a) children who are looked after by a local authority, within the meaning given by section 22(1) of the Children Act 1989;
- (b) relevant children within the meaning given by section 23A(2) of that Act;
- (c) persons aged under 25 who are former relevant children within the meaning given by section 23C(1) of that Act.

6.3 According to the “Applying corporate parenting principles to looked-after children and care leavers statutory guidance for local authorities” the following functions are functions where consideration of corporate parenting principles should generally apply

Education, social Care, housing, libraries, leisure and recreation and local taxation collection.

6.4 Under the Council’s Constitution, Article 2D states that the Cabinet is responsible for the following functions:

- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council.
- Monitoring the implementation of the budget and financial strategy;
- Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the Council’s Policy Framework and implementing those approved by Council.
- Approving policies that are not part of the policy framework.
- Management of the Council’s Capital Programme.

7. Consultation

7.1 Although no external consultation has taken place on this report, consultation and engagement are a key component of our EDI activity. We are also informed by the resident perception surveys that capture views on the borough and our services.

7.2 Significant resident engagement is taking place on our new EDI Policy and the results will be reported to the Cabinet in February 2024.

8. Equalities and Diversity

8.1 Equality and diversity issues are a mandatory consideration in the decision-making of the council. The annual report sets out the requirements and highlights the activities and initiatives undertaken by the Council over the past 12 months to further our EDI objectives.

9. Background Papers

9.1 This paper references the following programmes and strategies:

[Barnet Plan 2023/26](#)

[Barnet Joint Strategic Needs Assessment](#)

State of the Borough Report 2023

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EQUALITIES ANNUAL REPORT 2023

INTRODUCTION

With people of many cultural backgrounds, faiths and life experiences living side by side, one of Barnet's biggest strengths is its diversity. We are proud of our diverse communities and of being a place where people feel welcomed and celebrated.

But not everyone's experience of Barnet is the same, with some finding it easier to access services and take advantage of opportunities. Some people face structural discrimination when institutional and other common practices within society disadvantage them across many aspects of their lives. Others face inequalities and social exclusion as a result of low income and poverty.

Our Plan for Barnet 2023-2026 sets out our vision for fighting poverty and tackling inequalities which affect everything from health and education to work opportunities. It also commits us to addressing these issues by actively listening to and considering different perspectives and needs in policy-making and service design.

We are currently preparing a new Equalities, Diversity and Inclusion Policy to set out a new approach to addressing inequalities in the borough. However, this report provides an overview of the structures we have in place and the actions and activities that we have taken over the past 12 months to improve outcomes for our residents.

OUR STATUTORY DUTIES

The Council has a number of legal duties under the Equality Act 2010, which provides a legal framework to protect the rights of individuals and advance equality of opportunity for all.

Public Sector Equality Duty

The public sector equality duty requires us to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
- advance equality of opportunity between people from different groups; and
- foster good relations between people from different groups.

We comply with this duty by assessing the impact of our actions on different groups in the borough, including those identified in equality legislation as protected characteristics, namely age, race, disability, sex, gender reassignment, marriage and civil partnership, pregnancy, sexual orientation and religion. In addition to assessing the impact of proposals on the nine protected characteristics, we may also assess the impact on certain other disadvantaged or vulnerable groups, such as young carers, people with experience of living in care or those on low incomes.

Publication of Equality Information

As part of the public sector equality duty, we have a specific duty to publish equality information about our employees and residents who share a protected characteristic. An overview of the characteristics of our residents can be found in the Barnet Joint Strategic Needs Assessment. We have also prepared a State of the Borough Report which provides a profile of Barnet's population and gives an overview of inequalities in the borough.

Equality Impact Assessments

We undertake equality impact assessments on changes to policies or services that could have an impact on people who share a protected characteristic under the Equality Act 2010. These assessments are a way to make sure that we think carefully about the likely impact of decisions on different groups of people.

Strategic Equalities Objectives

We are required to publish one or more strategic equalities objective to demonstrate how we intend to further the aims of the public sector equality duty. Our current overarching strategic equalities objective was updated in 2021 and is included in our Equalities, Diversity, and Inclusion Policy 2021-2025. It 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 are currently reviewing our strategic equalities objectives as part of the preparation of a new, externally focussed Equalities, Diversity and Inclusion Policy.

RESPONSIBILITIES AND GOVERNANCE

Everyone has a part to play in advancing equalities, diversity and inclusion in Barnet and all staff are responsible for ensuring that we think about equalities in all that we do and how we deliver our services. We work with our staff, unions, partners, residents, and service users to ensure we meet our duties and ambitions for meeting the diverse needs of Barnet's population.

Councillors set our strategic direction and are responsible for approving an Equality, Diversity and Inclusion Policy and ensuring that we adhere to it when making decisions. They also champion equalities in the communities they serve and celebrate diversity in their local areas.

The Council Management Team, which comprises the Chief Executive and his most senior directors, holds overall operational responsibility for equalities, diversity and inclusion. One director is the nominated lead for equalities and is responsible for overseeing our strategic direction on equalities and ensuring that we are all working together to deliver our objectives.

Our Tackling the Gaps: Fighting Inequality Group oversees 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 our decision-making. Our separate Workforce EDI Steering Group focuses on organisational and staff issues.

Barnet Equalities Allies is a network of staff who provide advice and challenge to the Council on equalities issues. They also facilitate staff networks, such as the Women's Network, Disability Network and Black Staff Resources and Action Group, together with an Anti-Racism Resource Group and a Community Informed Resource Group. These networks provide a safe space for staff to discuss concerns and plan awareness-raising events. They report into the Tackling the Gaps Group and EDI Steering Group and contribute to our action plan.

The Strategy and Engagement Team is responsible for producing the Equalities, Diversity and Inclusion Policy, action plan and annual report and leads on engagement with residents and our voluntary and community sector organisations. The Human Resources Team is responsible for promoting and embedding equalities, diversity and inclusion principles in the workforce and workplace.

We are committed to working in partnership with other organisations in the borough to ensure they share our ambitions for equality in Barnet. We maintain 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.

TACKLING THE GAPS: FIGHTING INEQUALITY

Work is ongoing across the Council to shift our thinking, identify gaps and consider how we can tackle inequalities. This section outlines some of our key activity in 2023.

State of the Borough Report, Resident Engagement and New EDI Policy

As part of the development of a new externally focussed EDI Policy, we prepared a State of the Borough report to start to build an understanding of residents' experiences of inequalities in Barnet and the impact. Bringing together different themes, it provides an overview of what inequalities look like in important aspects of their lives. This was the first report of its type for Barnet and we know that there are gaps in our knowledge with a lack of quality data being available at a local level.

The report highlights that people are shaped by a combination of multiple factors, including their age, disability, ethnicity, sex, gender identity, religion, sexual orientation and socio-economic background. The causes of inequality are often inter-connected. Recognising “intersectionality” provides an opportunity to better understand the lived experience of residents and the issues they face.

We have also undertaken extensive resident engagement to inform the new EDI Policy. Over 200 residents participated in workshops and other activity from February to August 2023 and identified a number of key issues:

- ensure everyone can access services and prioritise supporting those most in need;
- use inclusive language, reflect Barnet’s diversity and promote EDI work;
- more community events and initiatives that foster community togetherness;
- education and training on EDI matters and ways to get involved; and
- protection against discrimination

Building on the initial sessions, a second phase of resident engagement is currently taking place using a mix of approaches to reach people with different protected characteristics. The final report on this phase will be produced in December 2023.

Taking the State of the Borough Report as an evidence base and using the outcomes of our engagement with residents and partners, we will refresh our Equalities, Diversity and Inclusion Policy to demonstrate how we can work together to address inequalities and poverty. Emerging themes for our new approach include:

- becoming more person centred by improving our understanding of how combinations of equality characteristics influence residents’ experiences;
- improving our understanding of the structural, place-based drivers of inequalities; and
- considering environmental and sustainability issues from an equalities perspective to ensure that our journey to net zero takes place in a fair and inclusive way.

The new EDI Policy is scheduled for submission to the meeting of the Cabinet in February 2024.

Disability

The 2021/22 Residents’ Perception Survey showed that disabled residents are significantly less likely to be satisfied across a number of key indicators compared to residents without a disability. To investigate these findings in-depth, the Tackling the Gaps Group commissioned Habitus, a specialised ethnographic research company, to conduct a study to understand the lived experiences of disabled residents.

The project set out to address the following objectives:

- To understand the lived experiences of disabled residents (and to some extent their families and carers) in engaging or accessing Council and community services.
- To explore how different protected characteristics and intersectionality shape disabled participants' lived experiences in engaging in community life.
- To identify barriers to participation in Council and community services.

Four recommendations were shaped by the disabled residents, parents, and carers who took part in the study:

- (1) Understanding how residents identify and want to be identified is key in meaningfully engaging with them.
- (2) Consider how disabled residents access information and find different modes of making this accessible.
- (3) Community matters – working with voluntary sector organisations can help disabled residents engage meaningfully in community life.
- (4) Create opportunities to enable disabled residents to engage in community life and civic participation in different ways.

The Tackling the Gaps Group is currently reviewing the recommendations to consider how the Council can best respond and the insights collected will support the development of the new EDI Policy and will feed into broader Council strategic objectives. In addition, Habitus has been commissioned to undertake an extension of the study to look into the experiences of children with disabilities.

Borough of Sanctuary

In recent years, a large number of Ukrainians, Afghans, Hong Kongers and asylum seekers have been resettled and accommodated in Barnet. Since 2021, 64 Afghans have been resettled through the Afghan Resettlement Scheme and we have supported them with access to key services, such as housing, employment, ESOL and education. Alongside this, over the last 18 months, the Homes for Ukraine Team has welcomed 1,532 Ukrainians and have implemented a diverse package of support.

There are currently five hotels in Barnet being used by the Home Office to accommodate over 1,600 asylum seekers. Since 2020, the Council has commissioned two local voluntary organisations, New Citizens Gateway and Persian Advice Bureau, to provide support to residents in the hotels. This support includes ESOL classes, advice with asylum applications, support with school admissions and accessing healthcare. In addition, the Council has put in place specialist early help provision and health visiting services for families and children in the hotels as well as a comprehensive package of public health initiatives.

Since September 2021, Barnet has placed over 3,600 mainstream school-aged children from overseas in Barnet schools (approximately 35% secondary and 65% primary). In recognition

of challenges faced by schools where migrant children are enrolled after the October school census date, which results in lagged pupil funding allocations, the Council has been providing financial support to eligible schools. In November 2021, four Barnet schools with the highest number of children living in designated hotels for asylum seekers were allocated a share of £50,000 from the Council's Covid grant scheme. In January 2022, a further £1m was set aside from the underspend of the Dedicated Schools Grant (DSG) to support schools that enrolled children from the asylum hotels and those who had arrived under the Hong Kong BNO Scheme.

The Council is also responsible for overseeing the cases of a number of unaccompanied asylum-seeking children, including recruiting foster carers from a diverse range of backgrounds and offering a variety of emotional and physical well-being provision. The Barnet UASC Team, along with our education service, hosted onsite ESOL classes for 12 unaccompanied asylum-seeking children and young people between March and June 2023. This special ESOL course offered tailored teaching to the group, providing a high level of support to everyone. It also provided a safe space for these young people to work on their social skills, build informal support networks and develop a sense of belonging within their peer group.

We have developed and started to deliver the Asylum Seeker Health Action Plan to support the health of new arrivals into Barnet. Current action includes:

- Establishment of a Migrant Health Champion role to identify, amplify and support action to address migrant health needs.
- Securing funding from the NHS to:
 - co-produce a welcome pack (designed for those at contingency hotels for information on local services (health, VCS, social) and translated into eight commonly spoken languages;
 - ESOL lessons for health;
 - dental health packs distributed to asylum seekers (every 4 months) with educational material on dental/oral health;
 - SafeTALK training to frontline hotel and VCS staff (specifically suicide prevention);
 - outbreak prevention support: mainly posters/leaflets to support behaviour change or vaccination support;
 - cook and communicate sessions aimed at those based in catered accommodation for an opportunity to socialise and cook nutritious and culturally appropriate food; and

- setting up a task and finish group to improve delivery of childhood immunisations, initially focussed on the contingency hotel with the highest numbers of asylum seekers, which is also linked to the GP practice with one of the lowest childhood immunisation coverages.

In June 2023, the Council marked Refugee Week for the first time and worked closely with voluntary organisations and residents to celebrate the chosen theme of ‘compassion’. Throughout the week, the Council amplified the work of City of Sanctuary UK as well as that of local organisations, such as New Citizens Gateway, through internal and external communications.

In recognition of the long history that Barnet has of welcoming those fleeing displacement, in January 2023, the Council passed a motion to become a Borough of Sanctuary. Borough of Sanctuary is an accreditation awarded by City of Sanctuary UK to organisations who go above and beyond to welcome those fleeing forced displacement. City of Sanctuary UK is an umbrella organisation whose mission is to provide coordination and development support for networks of organisations supporting people seeking sanctuary.

Since the motion to become a Borough of Sanctuary was passed, in addition to the ongoing delivery of services for refugees and asylum seekers, the Council joined the City of Sanctuary Local Authority Network and has engaged with refugees and asylum seekers to develop a Borough of Sanctuary Strategy. The strategy sets out our vision for Barnet to sustain a community and environment where every sanctuary seeker feels valued and supported. It commits the Council to embodying the values of City of Sanctuary UK in our work with asylum seekers and refugees, namely inclusiveness, openness, participation, inspiring and integrity.

The approved Borough of Sanctuary Strategy will guide our approach to working with sanctuary seekers across all service areas and will be used as the baseline for the development of an organisation-wide action plan. This will be used to ensure that in the delivery of council services, the needs of asylum seekers, refugees and migrants will be taken into account and efforts will be taken to consult and engage with a diverse range of groups on a variety of issues.

Public Health

The 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, males living in Burnt Oak are likely to live 7.4 years less and females 8.8 years less than those living in Hampstead Garden Suburb. Those living in the 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 [Director of Public Health’s Annual Report 2023](#), ‘Mind the Health Gap in Barnet’ presents evidence of health inequalities, the causes of these and work that is taking place to reduce health inequalities in the borough. The Barnet Health Inequalities Steering Group oversees some of this work, and two priority areas for 2023 are cardiovascular disease

prevention and increasing the uptake of childhood immunisations. Examples of projects implemented and delivered over the last 12 months are highlighted in the following paragraphs.

The Health Champions programme continues to be delivered with 280 residents from across the borough and from different demographic backgrounds providing information to their communities around health and wellbeing issues, such as cardiovascular diseases prevention and childhood immunisation. In 2023/24, we have also trained a first group of six residents to be Mental Health Champions. They will work to help other residents understand the symptoms of poor mental health, where people can get support and what residents can do to promote their own mental health and wellbeing

Part of the Barnet Cardiovascular Disease (CVD) Prevention Action Plan is the Healthy Heart Programme. This is a peer support programme working with people in African, Caribbean and South Asian communities that aims to raise awareness of CVD risk factors and encourage people to come forward to health checks screening in the community. Since the last equalities report, we have completed Year 1 of the programme and 402 people received brief and extended brief interventions and 123 people attended at least one of the workshops or multi-session groups. From the evaluation of the group sessions, participants reported that they had learnt about increasing physical activity, reducing salt intake and other dietary changes to promote heart health and using the local pharmacy to support blood pressure monitoring. The most common behaviour change that was reported in response to attending the session was reducing salt in food and participants also reported that they had shared what they learnt with their immediate family.

Community Health Screening provided by GPDQ Ltd works to complement NHS Health Checks in Barnet and is in Year 2 of delivery. Community Health Screening is offered in areas where there are higher levels of deprivation and where people are more likely to be living with cardiovascular disease. In Year 1 from April 2022 to April 2023, a total of 976 people were seen over the 48 sessions delivered. About 40% of people seen were sign-posted to their GP for further investigations.

Work on suicide prevention continues to have an impact. Since 2015, the death rate in Barnet has significantly reduced, with the rate for women's lives lost decreasing from 5.0 (2014-16) to 2.8 per 100,000 (2018-2020) and the rate for men falling from 8.8 (2018-2020) to 7.0 (2019 – 2021). Our extensive suicide prevention campaign aimed at working-aged men was awarded the 2023 UKPHR Chamberlain-Dunn Award for Best Digital Initiative. 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 Man Club locally. The app reached over 100,000 people, with digital content displayed online over two million times. Andy's Man Club attendees reported that the initiative allowed them to express thoughts and emotions that they would have otherwise not spoken about.

The main event at the Black History Month in Barnet was held on 29 October 2023 with a panel discussion on health inequalities. Communities highlighted their experience of structural discrimination within public services as an obstacle to timely access to care. It was

agreed to use existing action plan frameworks, such as the one from [ADPH London Action Tackling Racism and Inequality Plan | ADPH London](#) in Barnet and agree tangible actions to be implemented locally and in co-production with our communities under the Health and Wellbeing Board.

Communities, Adults and Health

Our vision is that all residents of Barnet have a high-quality, inclusive experience of our spaces and services. We are actively working to remove or overcome any barriers that get in the way of this. Our work on improving equity in experience and outcomes actively seeks out and listens to people who may experience inequity and informs our learning and future action.

Adult Social Care

To ensure that we are routinely capturing the views of the residents we support and using this to learn and develop, we are rolling out routine feedback surveys after working with a resident. The types of questions being asked include:

- the practitioner treated me with respect and as an individual;
- the plan I developed with my practitioner helps me live the life I want and do things that are important to me;
- I was given information that is correct, up to date and in a way that I understand;
and
- overall, I felt satisfied with the assessment and care planning process.

Up to end October 2023, we have received 78 responses to the surveys. Residents report very positive experiences of working with our social workers, occupational therapists and other practitioners, being involved in their care planning, information and advice and overall satisfaction. We are sharing specific feedback and learning with individual practitioners and team managers, as well as building thematic learning into our continual improvement plans. An example of where we are responding to feedback from residents is our work to identify a number of staff in each service area to act as autism champions, providing expertise and support to all staff when working with autistic adults. The champions are receiving training and guidance, including from autistic adults.

We have also been delivering cultural competence training to staff this year with a focus on written documents more specifically recording the cultural needs of residents who receive care and support services.

We have been taking steps to realise our aspiration to work more effectively at a neighbourhood level to ensure that our preventative offer is truly reflective of local diversity. An example of this is the Wellbeing Café pilot recently commissioned specifically for the residents of Grahame Park, a space where people with particular mental health needs can discuss their challenges and be signposted to available local services.

Greenspaces and Leisure

Over the last 12 months, the Fit and Active in Barnet (FAB) workstream has continued to deliver targeted programmes of activity specifically designed to reach new audiences and encourage them to adopt a healthy and physically active lifestyle. The overall strategy and annual implementation plan is managed through a board of partners and stakeholders across Barnet. Examples of initiatives include a series of celebratory campaigning days with events designed to promote physical activity planned around national campaigns such as international women's day and older person's day and ongoing activities supporting people with disabilities. 40,000 people have registered for the FAB card and we are developing a FAB information hub signposting people to activities.

In August 2023, the Council and Middlesex FA ran a Women and Girls Football Festival that included a screening of the World Cup Final. Over 250 participants attended. We recognise the female game is growing and participation numbers will continue to rise. It is estimated that numbers will rise by 400% in the next 10 years. Therefore, there remains a commitment to provide women and girls with further opportunities to get active and give football a go in Barnet as we continue to work closely with the Middlesex FA to deliver legacy sessions.

In leisure centres, the programmes and facilities continue to evolve and provide activities designed to appeal to all sections of the community. Of special note is the installation of a sensory teaching pool at New Barnet, the fact that we have poolpods at all our swimming pools and that Copthall and New Barnet are accredited as dementia friendly. A 'changing places' facility has been installed at Finchley Lido and there is inclusive accredited gym equipment at every facility.

We have been working with members of the Seneca Trust and our playground provider, Kompan, to design and deliver the UK's first fully inclusive playground that is designed for everyone of all cognitive and physical abilities to play together. Work has started on the scheme and there will be a formal launch and opening event in the Spring.

Our refreshed tree planting equity model looks at current canopy cover in streets and takes a more nuanced approach. Our previous policy concentrated on air quality and urban heat, but we have now developed a more sophisticated model. John Rose from Treeconomics has been promoting this as one of the first true social value tree planting strategies that has been produced.

Children and Young People

Children and young people across all cohorts perform better than the London and England average in school. Barnet is ranked as the third best local authority in the country by Attainment 8 score (a measure based on students' attainment in their best eight subjects at GCSE) and second best by Progress 8 score (a measure of progress made by students during their time at secondary school).

However, there are education and attainment disparities across ethnicities. In England, London and all North London local authorities, black pupils on average have a slightly lower

Attainment 8 score (a measure that is based on students' attainment in their best eight subjects at GCSE) than white pupils. In comparison, Asian and Chinese pupils have higher attainment scores in comparison to white pupils. Furthermore, boys and pupils of black and mixed ethnicity are more likely to have one or more fixed term exclusions. There is ongoing work addressing attainment and school exclusion gaps in schools, which was strengthened by forming an Equality Exclusions and Attendance Board, a sub-board of the Schools and Settings Standards Partnership Board.

Ongoing work to close exclusion gaps includes:

- specialist training packages to schools and school governors on outreach programmes and mentoring packages to reduce the risk of a fixed term suspension becoming a permanent exclusion;
- requirement for an at risk of exclusion notification to enable agencies to agree a wraparound package of support and identify an alternative route to exclusion through an urgent annual review;
- intervention and transition between schools for managed moves to a new school;

Barnet has a good track record with regards to permanently excluded pupils being reintegrated back into mainstream school, with approximately 80% of pupils being reintegrated annually.

There were 499 looked-after children in Barnet in total during 2022-23. Black boys are 3.2 times more likely to be represented in this cohort than white boys. Boys from other ethnic groups (2.6) and a mixed or multiple ethnic background (2.2) are also over-represented. Black girls are 2.7 more likely to be in the looked-after group, followed by those from a mixed or multiple ethnic background (2.0) and other ethnic groups (1.4). The Council has recognised that care leavers face discrimination and disadvantage that impacts them throughout their lives and is planning to treat care experience as if it were a protected characteristic as part of its new EDI Policy. We will also ask the Council to sign-up to the Care Leaver Covenant, which is a promise made by private, public and voluntary organisations to provide support for care leavers aged 16-25 to help them to live independently.

Homelessness

Barnet Homes has undertaken a Homelessness Early Intervention and Prevention Insight Project focussing on homelessness prevention activities taking place across the borough. The project engaged service leaders from over 20 organisations and included interviews with a cross-section of vulnerable clients who had experience of passing through Barnet Homes Housing Options Service.

Themes relating to disproportionality for specific groups were clear. In particular, mental health was found to have major effects on an individual's housing journey and often

contributed to poor outcomes such as homelessness, loss of tenancies, breakdown in communication with services and unsuitable accommodation placements.

In addition, the successful operation of early intervention and prevention support is limited by persisting barriers to accessing services, which can directly cause housing issues to grow. Digital barriers, language barriers and mobility issues all disproportionately impacted certain groups.

Disproportionality studies undertaken to inform the project showed an over-representation of black people and those with disabilities (particularly mental health) approaching Barnet Homes as homeless.

The results will be considered in the review of the Housing, Homeless and Rough Sleeping and Customer Experience Strategies, with action planning in progress focused on:

- Increasing application support.
- Introducing trauma informed service delivery by rolling out training to improve the quality of support.
- Reviewing housing support pathways, including developing and improving in-reach with prisons and hospitals.
- Strengthening targeted intervention by continued analysis of the structural drivers of homelessness.

Progress on the implementation of these recommendations is reported to the Tackling the Gaps Group.

Cost of Living, Poverty and Employment

The cost-of-living crisis is having an impact on all our residents, but making things much more difficult for some, especially the most vulnerable. A targeted approach to supporting these residents was introduced in October 2022 following approval by the former Policy and Resources Committee.

We introduced a new [financial support calculator](#) to help residents easily identify any unclaimed benefits they may be eligible for, such as universal credit, disability benefits and pension credit. The calculator has Google translate embedded and is available in all languages listed in Barnet's 2021 Census, plus many more.

We also introduced an online application process for discretionary support, including Discretionary Housing Payments, Resident Support Fund and Council Tax Discretionary Hardship Relief, ensuring we are providing both direct and indirect support to residents who are experiencing financial vulnerabilities. Over £2.4m of support has been awarded since the launch in October 2022.

November 2023 will see the launch of outreach drop-in sessions to further support residents, providing much needed in-person advice and support with the application process and use of our calculator to ensure they are maximising their income.

Barnet has now become an affiliated partner of the Money and Pensions Services' Money Advice Network, a national debt referral programme where residents can access free specialist debt advice. We will be launching this in December 2023 and collaboration is underway with all resident focused services.

A [report](#) was submitted to Cabinet in October 2023 on actions taken by the Council and future plans to reduce poverty and tackle inequalities in the borough. Alongside the continued delivery of our programme to support residents through the cost-of-living crisis, this will include initiatives on employment support and skills, community wealth-building, securing social value through procurement and becoming a living wage borough.

BOOST provides an employment, financial and digital support service for Barnet residents. It continues to expand its geographical coverage of the borough with services now available from locations in Chipping Barnet, Burnt Oak, Finchley and Cricklewood, with further plans for delivery from Edgware, The Grange and Stone Grove. Currently, three-quarters of its clients are seeking help with the cost-of-living and in-work poverty, with the remainder requiring support with employment and skills.

The service has recruited a new Disability Employment Coordinator to work with partners to establish an employment network for people with disabilities in Barnet and offer individual support for referred clients. In addition, a Primary Care Individual Placement and Support representative has been co-located with services at Burnt Oak with the aim of increasing our ability to identify and support local people with disabilities and long-term health conditions towards employment. BOOST has also taken on a third specialist adviser to work with Ukrainian refugees.

The Afghan Refugees Resettlement Project is currently providing support services to 13 families (49 individuals), including help with finances, benefits, accommodation, employment and registering for services such as schools and healthcare.

Environment and Sustainability

We have an ambitious sustainability programme to work with local people, communities, and businesses across the borough to reach net zero carbon emissions in Barnet by 2042, and for the Council by 2030. The wide-ranging scale of the sustainability programme and the variety of actions that we support mean that proper consideration of equality issues is integral to ensuring the drive towards sustainability is an inclusive and equitable one for all residents. We recognise that the impacts of climate change and the sustainable solutions needed to mitigate them have disproportionate impacts on certain groups.

Taking the views of residents into account ensures that our journey to net zero is in genuine partnership with the community and highlights opinions and concerns that are representative of the diversity of the borough. The Citizens' Assembly and Young People's Assembly on Climate Change and Biodiversity took place earlier this year and was

successfully completed with 20 recommendations presented to the Council. A response to these recommendations will be published in the third quarter of 2023/24. One of the recommendations from the Assembly focused on 'learning and engagement' and the action plan will be developed with participants from the Assembly.

The sustainability programme is keeping residents engaged with our journey to net zero through the BarNET ZERO communications campaign, engaging residents and highlighting where they can get involved.

In recognition of the impacts of sustainable solutions across different groups, an equalities impact assessment is being prepared for the sustainability programme to understand who could experience disproportionate impacts from our actions and how to make adjustments in recognition of this. For example, in developing schemes to reduce private car use to decrease carbon emissions, adjustments must be made for those with complex mobility needs or disabilities who have a high reliance on car use. Equalities impact assessments for specific projects are being developed to assess concerns on a case-by-case basis.

In February 2023, Street Scene (at their Oakleigh Road depot premises) launched Race Equality Week (REW) at the Council where senior management listened to and engaged with staff about their experiences and concerns relating to race and equalities, diversity and inclusion. This event gave a voice to employees and initiated the conversation about how the Council could work collaboratively to ensure our workplace is inclusive and one where people feel respected, valued and psychologically safe. Senior management committed to improving EDI within Street Scene by embedding specific activities into the service business plans, including:

- creating safe and anonymous mechanisms for people to raise issues about EDI;
- developing a Street Scene EDI communications and events calendar;
- creating an EDI policy framework for Street Scene; and
- data analysis of distribution of Street Scene services to identify disproportionality within the borough.

Over the past nine months, Street Scene has been rolling out a series of EDI workshops to help improve the working culture and provide a forum for developing proposals and delivering change together. This has also been enhanced by an anonymous suggestion box (which is accessible physically and virtually).

Street Scene also launched the Council's Black History month events which included a visit by Errol McKellar MBE. Errol engaged staff in his prostate cancer survival journey (which is more likely to affect black men) and urged them to get tested. Street Scene is exploring the option of providing PSA tests to staff in the workplace through its health and wellbeing programme. The programme also provides all staff access to online talks and in-person workshops that relate to both physical and mental health topics (with the aim to improve health in both personal and work environments).

Going forward, Street Scene will be engaging with Barnet's central Insight and Intelligence team to continue trend analysis of service distribution.

Culture

Equality, diversity, and inclusion have been a central consideration throughout the development of the new Culture Strategy. As part of our commitment to community-driven strategy development, we convened an external steering group tasked with shaping every facet of the strategy. This group comprises a variety of individuals from the cultural and creative sectors, in addition to participants from the voluntary sector and members of our local community. Throughout the selection process, we placed a significant emphasis on upholding the principles of equality, diversity and inclusion to ensure that the voices of underrepresented groups found a prominent place within discussions.

A key priority for the consultation and engagement programme was to encompass the voices of all Barnet residents. To achieve this, we disseminated our survey through various voluntary sector organisations that advocate for groups that are underrepresented. We also conducted workshops in areas where communities with diverse ethnic and religious backgrounds reside. A concerted effort was made to engage with all communities across the borough as part of the programme. After analysing the data gathered from the responses, we believe that broadly speaking our data accurately reflects the diversity of the borough. We have representation from all the protected characteristics within the responses.

A significant component of the Culture Strategy will be centred on local communities and the celebration of the unique diversity that characterises Barnet as a thriving multicultural area. The principles of equality, diversity and inclusion will be prominent throughout.

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 to 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 roadmap which is tracked and monitored by the Workforce EDI Steering Group to create organisational transparency and accountability. In the roadmap, we have identified ten key reporting goals to publish progress to internal audiences every spring, creating organisational wide accountability and reaffirming our commitment to putting EDI at the centre of everything we do.

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 EDI dashboard breakdowns data in line with other London councils and the Office of National Statistics. However, 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. This will enable us to support staff at Barnet in a more holistic and robust way supported by an evidence-based approach informed by qualitative and quantitative data.

In 2020, 2.8% of our workforce identified as disabled. As at April 2023, we have increased representation to 6.7%. We are taking a 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. This year, we established that we need to have a target to increase representation of black staff specifically above a Grade 7 to ensure we have representative leadership teams.

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.

We report annually on our gender and ethnicity pay gap. At present, 59% 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 11.8% 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 429 non-managerial roles with 401 (93.5%) of those roles 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:

- Launched the menopause policy, guidance and resources to better support staff impacted by menopause at work.

- Further built on the progress of “Anonymised Recruitment” and reporting to capture better learnings and create directorate specific training plans.
- Launched the Cultural Learning Log to capture experiences and incidents of micro-aggressions to ensure people experiencing incidents have access to support, as well as being able to educate and eradicate incidents of micro-aggression within the business.
- Launched our EDI Depot training schedule in response to the Race Equality Week feedback from the Street Cleansing Operatives, Ground Maintenance, and Passenger Service Assistant teams which seeks to address equality within our frontline services.
- Completed the Anti-Racist London Pilot and established clear metrics on the representation of staff that identify as black or having black heritage within the business.

Barnet Equality Allies

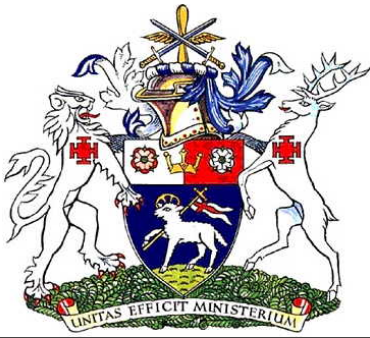
The Barnet Equality Allies Staff Resource Groups have been fundamental in progressing the EDI Workforce and Staff Agenda at Barnet. The Barnet Equality Allies (BEA) comprises seven Staff Networks (SN). Each SN is focused on supporting, celebrating, and raising awareness about specific social justice 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 discrimination 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 has continued to progress the EDI agenda. By taking part in the Workforce EDI Steering Group, some key achievements include:

- Delivered a range of staff led events including Diwali, Passover, Black History Month, South Asian Heritage month, International Womens Day and more.
- Hosted staff safe space to share lived experiences and encourage learning and understanding through the power of storytelling, including Menopause Lean-in Circles, Police brutality, VAWG (violence against women and girls), Transphobia and a range of issues impacting the collective well-being of staff.

NEXT STEPS

Using the State of the Borough Report and the outcome of our engagement activity with residents, we are currently refreshing our Equalities, Diversity and Inclusion Policy to ensure it is properly aligned with the vision for the borough and the priorities set out in Our Plan for Barnet. This will introduce a more person-centred approach to addressing inequalities, improve our understanding of the structural, place-based drivers of inequalities and ensure that our transition to net zero takes place in a fair and inclusive way. The new policy is scheduled for consideration by the Cabinet in February 2024.

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Cabinet

Title	Placement Sufficiency Strategy
Date of meeting	12 December 2023
Report of	Councillor Pauline Coakley-Webb, Cabinet Member for Family Friendly Barnet
Wards	All
Status	Public
Key	Yes
Urgent	No
Appendices	Appendix A – Placement Sufficiency Strategy 2023-27
Lead Officer	Chris Munday Executive Director Children and Families
Officer Contact Details	Brigitte Jordaan, Director of Children Social Care Brigitte.jordaan@barnet.gov.uk

Summary

In Barnet, we believe that for most children, the best place to live is with their families of origin. However, there are circumstances where some children need to live in alternative care arrangements. Barnet Council is the Corporate Parent for those in our care and we have high aspirations for our children. Our duty goes beyond the provision of safe placements for these children and requires us to

do all that we can to ensure that they have the support and resources to achieve the best possible outcomes.

We have both a moral and legal duty to ensure, as far as it is practical, that there is sufficient accommodation for children in care within the local area and that we address any identified gaps in provision through robust plans and commissioning strategies. This duty is set out in Section 22G of the Children's Act and was further outlined in statutory guidance issued by the Department for Education (2010)¹.

This Sufficiency Strategy sets out how we will meet this duty and the steps we will take to secure sufficient accommodation for our children; providing them with the right placement at the right time which is of high quality and provides them with the love and support they need to achieve their full potential.

Recommendations

That Cabinet notes the report and approves the publication and implementation of the Placement Sufficiency Strategy (2023-2027)

1. Reasons for the Recommendations

1.1 As corporate parents for children in care and care leavers, we want the same things for our children as any good parent would want for their child. We want our children to have a healthy and happy childhood, to feel valued and loved, and to have the chance to grow, develop and learn so that they can find their own way in the world as successful and fulfilled adults.

1.2 Our Corporate Parenting Pledge sets out what our children and young people can expect from us. Adherence to this pledge informs how we work as a local authority and therefore underpins this Sufficiency Strategy.

Our Corporate Parenting Pledge

We will support you to fulfil your dreams.

We will be there for you, when you need us.

We will support your mental and physical health.

We will listen, communicate and make decisions together with you.

We will support you to become independent and prepare for adulthood.

We will celebrate children & young people, their achievements, identity and culture.

1.3 Our six priorities for Placement Sufficiency are:

Priority 1: More Children Living Locally

Placing our children locally enables Barnet children to access the comprehensive support we have in place for them, including specialist mental health services and bespoke support for our UASCs. It also offers a wealth of other benefits such as maintaining local connections,

¹ Securing sufficient accommodation for looked-after children, Department for Education (2010) [sufficiency - statutory guidance on securing sufficient accommodation for looked after children.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/214222/sufficiency_-_statutory_guidance_on_securing_sufficient_accommodation_for_looked_after_children.pdf) (publishing.service.gov.uk)

employment opportunities, housing, health and education, friendship, faith, and cultural support. This creates resilience in our young people.

Priority 2: More Children Living in Families

For the majority of our children in care, the best place for them to live is in a loving family environment. Over the last twelve months we have made progress with the percentage of children living within families increasing to 71%.

Priority 3: Sufficiency of High-Quality Supported Accommodation

We will work to maintain sufficient supported accommodation provision within Barnet. All provision supporting our children is to be regulated, with the accommodation quality assured. We want to improve our understanding of the local supported accommodation market and develop close working relationships with local supported accommodation providers, supporting them with continuous improvement.

We want to ensure greater placement choice for young people, including family based supported lodgings placements.

Priority 4: Partnership

To create sufficiency we will further develop the positive working relationships between our placements team, Commissioning and placement providers with the objective of improving their capacity for providing placements for our young people with significant vulnerabilities and complex needs.

We will prioritise working together to commission high cost; low incidence provision, namely: therapeutic placements, trauma-informed support, child centred positive behaviour support, solo and small provisions that include multidisciplinary wrap around support.

Priority 5: Data and Insight

For a Sufficiency Strategy and subsequent commissioning activity to be effective, it needs to be informed by a robust evidence based. Data is essential to ensure we understand:

- 1) Current need and future trends in demand
- 2) Supply and the extent to which it meets the need of current/future demand
- 3) The impact of our intervention and progress we are making against our strategy
- 4) What additional activity is required by us to inform our commissioning activity

Building on well-established analytical tools that have been developed collectively by London local authorities, we will continue to champion the importance of data and commit to developing commissioning strategies which are targeted and evidence-based to deliver the best possible outcomes for children.

Priority 6: The Voice of Children

To develop provisions that meet the needs of children we need the views and lived experience of our children and young people. We want our children and young people in care to feel like their views matter and that we listen to them and that our practitioners and providers know what matters most to our young people and how we get things right.

- 1.4 The pan-London Placements Commissioning Programme continues to develop and grow in maturity, and Barnet plans to work closely with other London authorities to commission services for young people with the most highly complex needs. Indeed, the move to regional commissioning is also the direction of travel from the Department for Education with their

planned development of Regional Care Co-operatives, as outlined in the Independent Review of Children’s Social Care (MacAlister 2022)².

Where it is prudent to do so, Barnet will look to work with regional partners to share costs, invest resources and deliver projects together. A full list of the pan-London projects and research papers is included in Annex 1 of the strategy.

- 1.5 This Placement Sufficiency Strategy will ensure that for the children in our care we have the right placement options which are in the right place, made at the right time and are of high quality. We recognise that stable, resilient and supportive relationships are a key factor in improving outcomes for children and we achieve this through our practice and in securing safe and caring homes for our children.
- 1.6 Through the effective implementation of our Sufficiency Strategy and a child focused approach to placement and care planning we will work to deliver the following for children in care:
- The individual needs of children will drive the placement planning process.
 - We will always look for our children to live locally and maintain connections with local communities.
 - We want all our children to be loved, feel safe and be encouraged to be the best that they can be.
 - We will take a holistic approach to placement planning, working with education and health partners to ensure children can access the support they need.
 - We will strive for placement stability and encourage children to maintain safe and secure relationships with friends, family, and other trusted adults.
 - We take a resilience-based approach and our independent living programme forms an integrated part of all living arrangement for children who are 16 years and over, to support a successful transition to adulthood.
- 1.7 Publication and implementation of the strategy will enable the council to deliver its placement responsibilities for children in care, including increasing opportunities for children to live in local foster families, developing local residential care provision and supported accommodation, and by commissioning specialist placements where this is required.

2. Alternative Options Considered and Not Recommended

None

3. Post Decision Implementation

- 3.1 Upon approval, the Placement Sufficiency Strategy will be published and implemented.
- 3.2 Our progress towards meeting this strategy’s priorities will be routinely assessed via the success measures detailed within the strategy.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

² MacAlister, J (2022). *The Independent Review of Children’s Social Care*. Department for Education. [ONLINE] [Independent review of children’s social care - final report \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/105422/independent-review-of-childrens-social-care-final-report.pdf)

- 4.1 The Placement Sufficiency Strategy supports the council's corporate aim of tackling inequalities, by working towards redressing the historically poorer outcomes experienced by children in care relative to their peers.
- 4.2 This involves our edge of care early help offer, diversionary activities for children in care at risk of custodial outcomes in Youth Justice contexts and improving provision and outcomes for children with ASD and social, emotional and mental health needs.
- 4.3 The Placement sufficiency strategy also directly relates to the Family Friendly priority of providing services for vulnerable children and young people.
- 4.4 Children in care are a particularly vulnerable group on the basis that they are more likely to have experienced abuse, neglect and trauma, and we ensure that the support available to children in care is trauma-informed and recognises the impact of past experiences.
- 4.5 This strategy outlines how the services made available for this group are able to support in the building of resilience and in encouraging the most positive outcomes for them into adulthood.
- 4.6 The corporate plan's Family Friendly priority also makes reference to our areas of focus, including 'Safe & Secure'. This about ensuring the most vulnerable are protected, safe and supported to make the best choices and to build trusted relationships.
- 4.7 The Placement Sufficiency strategy details why placement stability is key to supporting young people to build trusted relationships, as well as the importance of retaining proximity to Barnet, and the ways we will work towards improving these factors.
- 4.8 The corporate plan also references education and skills as an area of focus within the Family Friendly Priority, and the Placement Sufficiency Strategy details the education, skills and training opportunities available to young people in care as part of the positive activities available within the Youth Justice Service offer.

Corporate Performance / Outcome Measures

- 4.9 The success measures for the priorities and cohort-specific sections of the strategy are detailed within the delivery plan.

Corporate Parenting

- 4.10 In line with Children and Social Work Act 2017, the Council has a duty to consider Corporate Parenting Principles in decision-making across the Council. The outcomes and priorities in the refreshed Corporate Plan, Barnet 2024, reflect the Council's commitment to the Corporate Parenting duty to ensure the most vulnerable are protected and the needs of children are considered in everything that the Council does.
- 4.11 The Placement Sufficiency Strategy enables Barnet as a local authority to meet its statutory duty as corporate parents. The strategy outlines our sufficiency needs and the ways in which we will address them.

Risk Management

- 4.12 The Children Act 1989 (section 22g) requires local authorities to take steps that are reasonably practicable to secure sufficient accommodation for children and young people under their care who cannot live at home and whose circumstances indicate that it would be in their best interests to be accommodated within the local authority's area (for example, in order to stay at the same school or near to other family where contact can easily take place). This is commonly referred to as 'the sufficiency duty'.

4.13 The risk should this strategy not be approved and implemented before the end of 2023 is that Barnet are in breach of our statutory duty to have an in-date placement sufficiency strategy for children social care placements.

Insight

4.14 Use of insight data has informed the direction of this strategy. Examples of this within the strategy include:

4.15 The use of the Monte-Carlo simulation has enabled us to ensure that our plans are informed by cost-projections and projections of the total number of children in care.

4.16 Engagement with front-line staff and their heads of service has enabled the strategy's delivery plan to be informed by operational insights, with the areas of focus and success measures being heavily informed by operational expertise.

4.17 Insight into the impending regulatory changes for supported accommodation has been used to determine our plans for activity around market development, and specifically in supporting providers to be and remain compliant.

4.18 Use of wider national research and local data have pointed to an increased vulnerability of children and young people with adverse childhood experiences including exposure to parental substance misuse, housing instability, offending, violence and neglect at home. This insight drove the inclusion of a cohort-specific section on our plans for supporting Vulnerable Adolescents and children and young people with complex needs, as they had been identified as a high-needs group.

4.19 Both local and national data around custodial outcomes for young people suggest a disproportionate number of boys from Black and Global Majority Ethnic groups receive custodial outcomes, as well as care-experienced young people being overrepresented within the criminal justice system.

4.20 This informed our areas of focus and measures of success for vulnerable children and young people with complex needs.

Social Value

4.21 Supporting children and young people in corporate care to achieve their best outcomes into adulthood, is of immense social value, by supporting young adults to be happy, healthy and productive members of our community.

4.22 The provision of positive and diversionary activities for children and young people in care through our youth justice service is with the aim of preventing young people from engaging in criminal behaviours that would otherwise contribute to the societal cost of offending and re-offending. As care-experienced people are overrepresented in the criminal justice system, these diversionary activities are of particular social value.

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

- 5.1 Our activities working towards our priority for the development of the Children’s Social Care market aim to increase value for money and to make use of alternatives for high-cost, low-incidence placements.
- 5.2 No reference has been made to specific resource implications, outside of the need to expand our internal provision- the ways in which this expansion will take place will be flexibly informed by need, and any decisions around placements that have accompanying resource implications will be brought to the relevant governance bodies for approval.
- 5.3 There is planning for a second small children’s home and further additional support accommodation provisions.

6. Legal Implications and Constitution References

- 6.1 Under the Children Act 1989, the local authority has a number of responsibilities and powers in respect of provision of accommodation to children (Sections 20, 21, 22A and 22C). These set out the local authorities duty to accommodate children, under what conditions and criteria the children should be accommodate and how the children should be accommodated by the local authority.
- 6.2 The Children Act 1989 (section 22g) forms the statutory basis for this strategy. It requires local authorities to take steps that are reasonably practicable to secure sufficient accommodation for children and young people under their care who cannot live at home and whose circumstances indicate that it would be in their best interests to be accommodated within the local authority’s area (for example, in order to stay at the same school or near to other family where contact can easily take place). This is commonly referred to as ‘the sufficiency duty’.
- 6.3 Part 2D of the Constitution, Terms of Reference and Delegation of Duties provides that Cabinet will have responsibility for: -
 - the exercise all of the local authority functions which are not the responsibility of any other part of the local authority, whether by law or under this Constitution;
 - approving plans which are not the responsibility of Council and any other non-statutory plans that, from time to time, may be considered their responsibility
 - All key decisions – namely; a decision which is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates; or a decision which is likely to be significant in terms of its effects on communities living or working in an area of two or more wards of the Borough.

7. Consultation

- 7.1 This strategy outlines our statutory duty and our strategic direction to meet this duty. Ongoing consultation and review of the priorities will be conducted through the Children in Care Council (BOP), the Corporate Parenting Officers Group and the Corporate Parenting Advisory Panel.

8. Equalities and Diversity

- 8.1 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:

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

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

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

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

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

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

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

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

- 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

8.2 It is not expected that these groups will be adversely affected by implementing the recommendations set out in this report, however the impact will be monitored to ensure that these groups are not adversely affected.

9. Background Papers

9.1 [Corporate Parenting Strategy 21-23.pdf \(barnet.gov.uk\)](#) presented to Corporate Parenting Advisory Panel on 18 May 2021

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Placement Sufficiency Strategy

2023 – 2027



Placement Sufficiency Strategy

2023 – 2027

Directorate	Children & Family Services
Responsible Committee	Corporate Parenting Advisory Panel/Children and Young People Oversight and Scrutiny Committee
Review Date	September 2027

Contents

Foreword	4
Introduction	5
Section 1: How we work in Barnet	6
Listening to our children	6
Our practice: A family first approach.....	7
Our practice: A child focused approach to placement planning	7
Working together pan-London	8
Section 2: Progress Made Since 2019	9
Section 3: An Overview of our Children in Care Population.....	13
Priority 1: More Children Living Locally.....	34
Priority 2: More Children Living in Families.....	36
Priority 3: Sufficiency of High-Quality Supported Accommodation	37
Priority 4: Partnership.....	39
Priority 5: Data and insight.....	40
Priority 6: The Voice of Children	41
Annex 1: Pan-London Collaboration	42
Annex 2. Governance	44

Foreword

Our vision is for children and young people in Barnet to live their lives successfully with the right support. We want Barnet to be the best place in London to raise a child and for all children to thrive and achieve their potential – socially, emotionally, and academically.

Our ambition is to create a family-friendly borough, where children and young people's rights are respected: a place where the voices, needs, priorities and rights of children are considered and taken seriously as an integral part of public policy, programmes and decision-making.

We will achieve this by delivering universal services that offer support, build resilience, and provide important protective factors. We also recognise the need to deliver high quality services for all our young people, particularly our most vulnerable, through close collaboration with our partners. We are committed to working together to secure the delivery of efficient, high quality and best value services.

“Resilient children thriving in resilient families living in resilient communities”.

In Barnet we want the same things for the children and young people in our care as any good parent would want for their child. Our Children and Young People Plan and Corporate Parenting Strategy support this aim and demonstrate how seriously the Council takes its responsibility as a Corporate Parent, focusing on our responsibility for our children in care and care experienced young people.

We want our children to be resilient; by that we mean to have a healthy and happy childhood, to feel valued and loved, and to have the chance to grow, develop and learn so that they become confident and independent adults. Ensuring that the borough has sufficient high-quality placements, accommodation, and support to meet the needs of all our children in care and care experienced young people is essential to support this ambition.

We focus on hearing the voice of our children and young people, safeguarding them from harm, supporting them to achieve positive outcomes and enabling them to achieve their aspirations and make a positive contribution.

Chris Munday, Executive Director of Children's Services

Cllr Pauline Coakley-Webb, Portfolio holder for Family Friendly Barnet

Introduction

In Barnet, we believe that for most children, the best place to live is with their families of origin. However, there are circumstances where some children need to live in alternative care arrangements. Barnet Council is the Corporate Parent for those in our care and we have high aspirations for our children. Our duty goes beyond the provision of safe placements for these children and requires us to do all that we can to ensure that they have the support and resources to achieve the best possible outcomes.

We have both a moral and legal duty to ensure, as far as it is practical, that there is sufficient accommodation for children in care within the local area and that we address any identified gaps in provision through robust plans and commissioning strategies. This duty is set out in Section 22G of the Children's Act and was further outlined in statutory guidance issued by the Department for Education (2010)¹.

This Sufficiency Strategy sets out how we will meet this duty and the steps we will take to secure sufficient accommodation for our children; providing them with the right placement at the right time which is of high quality and provides them with the love and support they need to achieve their full potential.

The Strategy sets out ***How we work in Barnet*** and the key corporate principles and priorities that inform and underpin what we do. It gives an update on the ***Progress made since 2019***, which was when our last Sufficiency Strategy was published, and provides an ***Overview of our children in care***, identifying key themes and challenges. Finally, it identifies our ***Key priorities*** for the next four years and actions that we will be taking to continue to ensure that we can source the right placements for our children and young people.

¹ Securing sufficient accommodation for looked-after children, Department for Education (2010) [sufficiency - statutory guidance on securing sufficient accommodation for looked after children.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/222222/sufficiency_-_statutory_guidance_on_securing_sufficient_accommodation_for_looked_after_children.pdf) (publishing.service.gov.uk)

Section 1: How we work in Barnet

Our vision is for all children and young people in Barnet to live their lives successfully with the right support, as set out in our Children and Young People Plan 2023-2027².

As corporate parents for children in care and care experienced young people, we want the same things for our children and young people as any good parent would want for their child. We want our children and young people to have a healthy and happy childhood, to feel valued and loved, and to have the chance to grow, develop and learn so that they can find their own way in the world as successful and fulfilled adults.

Our Corporate Parenting Pledge sets out what our children and young people can expect from us. Adherence to this pledge informs how we work as a local authority and therefore underpins this Sufficiency Strategy.

Our Corporate Parenting Pledge

1. We will support you to fulfil your dreams.
2. We will be there for you, when you need us.
3. We will support your mental and physical health.
4. We will listen, communicate and make decisions together with you.
5. We will support you to become independent and prepare for adulthood.
6. We will celebrate children & young people, their achievements, identity and culture.

Listening to our children

It is important to us that we listen to our children who are in care, helping us to understand their lived experience so that we can continue to improve the services that support them.

As detailed in our *My Say Matters Barnet Child Participation & Family Involvement Strategy 2022-25*³, we have a well-established Children in Care Council and a range of approaches to involving children and young people so they can tell us what they think, help us make decisions, and design and shape our services. This includes our new Young Commissioner Programme. We will continue to co-design future placement plans and initiatives to ensure children's views are at the forefront of our work.

In addition to the above we also commission the Bright Spot Survey, which is a national project led by Coram Voice and the Rees Centre (Oxford University). This survey helps us to better understand the lived experience of our children in care and care leavers. It creates an opportunity for children and young people to tell us about the things that are important to them and what makes life good for them. The last survey took place in 2021 when 152 of our children in care (52%) and 116 care leavers (33%) submitted responses. We have commissioned another survey that will take place during the period of this Strategy.

The results from the 2021 survey were positive in highlighting that most of our children know and trust their social worker, feel involved in decisions made about their lives and feel safe where they live. It did though identify some areas for improvement which our

² Strategy available online [here](#)

³ Document available online [here](http://www.barnet.gov.uk/mysaymatters). Further information available at www.barnet.gov.uk/mysaymatters

care leaver service is addressing, in collaboration with young people. This included the need for:

- Stronger pathways for young people transitioning to leaving care services requiring support with their mental health.
- Appropriate, safe and stable accommodation options available for young people moving to independent living.
- All of our young people to develop the necessary life skills to support their transition into independent living.

Our practice: A family first approach

Our practice framework is about a 'family first' approach, supporting and developing resilience in families to remain together. We believe that individuals, families, and communities are capable of growth, learning, and positive change, and that they are experts on their own lives. Our approach fosters empowerment and self-determination, building resilience in families and communities by highlighting their strengths and placing them at the heart of our purpose.

When things go wrong within a family and the children are at risk or are suffering harm, we will in the first instance always work to keep a child within their family networks and create change through the child protection framework or using the legal framework of the pre-proceedings processes in the Public Law Outline.

When children are placed in care, we will regularly review the child's care arrangement to ensure that they continue to meet the changing needs of children. Our 'family first' approach means that (where appropriate) we will always consider if children could be supported to return home, and what support children and families might need to enable this to happen.

Our practice: A child focused approach to placement planning

We recognise that not all children are able to remain with their parents or family networks and need to be safeguarded within alternative care arrangements. This Placement Sufficiency Strategy will ensure that for these children we have the right placement options which are in the right place, made at the right time and are of high quality. We recognise that stable, resilient, and supportive relationships are a key factor in improving outcomes for children and we achieve this through our practice and in securing safe and caring homes for our children. Through the effective implementation of our Placement Sufficiency Strategy and a child focused approach to identifying and monitoring placements and care planning we will work to deliver the following for children in care:

- The individual needs of children will drive the placement planning process.
- We will always look for our children to live locally and maintain connections with local communities.
- We want all our children to be loved, feel safe and be encouraged to be the best that they can be.
- We will take a holistic approach to placement planning, working with education and health partners to ensure children can access the support they need.
- We will strive for placement stability and encourage children to maintain safe and secure relationships with friends, family, and other trusted adults.

- We take a resilience-based approach and our independent living programme forms an integrated part of all living arrangement for children who are 16 years and over, to support a successful transition to adulthood.

Regulatory changes

Changes in the regulatory framework have had a big impact on the provider market in recent years. Since 2021 it has been unlawful to place a child under the age of 16 in any provision that is not regulated by Ofsted. This has led to increased demand for fostering and residential placements and has had an impact on placement availability. Evidence suggests the only use nationally of unregulated provision to meet the needs of extremely complex children is where there is a lack of regulated placements to meet their needs.

Since 28th October 2023, it is unlawful for a Local Authority to place children and young people aged 16-17 in any provision that is not registered with and regulated by Ofsted. Inspections for supported accommodation will commence from April 2024 under a new regulatory framework for this type of provision. As a Local Authority we are working to support providers through this change.

Working together pan-London

The pan-London Placements Commissioning Programme is a well-established programme of work with a focus on improving commissioning outcomes for the cohort of children in high-cost low incidence placements. The priorities for this workstream are set by the Association of London Directors of Children Services (ALDCS), with the work co-ordinated by the London Innovation and Improvement Alliance (LIIA). A monthly Commissioning Panel, with representation from each of the London sub-regions, oversees this work and ensures links are made with commissioning activity within each of the sub-regions.

London research has identified that therapeutic and specialist placements for vulnerable adolescents with high levels of need and complex need is in short supply and that local authorities struggle to source placements to meet the needs of this cohort. The focus of the programme is therefore building sufficiency for this cohort. There are also pragmatic reasons for this emphasis as commissioning support services for this cohort at a local authority level can be challenging given the small number of children and the variation in demand which makes forward planning problematic.

This pan-London work has also led to the incorporation of a Pan London Vehicle for Complex Children's Commissioning (PLV). This is a risk-sharing vehicle for the commissioning of high-cost low incidence provision in London, including the planned Secure Children's Home. It will be jointly owned by all London Local Authorities.

As this regional work continues to develop and grow in maturity, Barnet plans to work closely with other London authorities to commission services for young people with the most highly complex needs. The move to regional commissioning is also the direction of travel from the Department for Education with their planned development of Regional

Care Co-operatives, as outlined in the Independent Review of Children’s Social Care (MacAlister 2022)⁴.

Where it is prudent to do so, Barnet will look to work with regional partners to share costs, invest resources and deliver projects together. A full list of the pan-London projects and research papers is included in Annex 1.

Section 2: Progress Made Since 2019

This section provides a summary of our key priorities from our 2019-2023 Sufficiency Strategy and progress made against each of these priorities.

Priority	Progress
<p>Further develop our edge of care offer</p>	<p>Parenting Hub - In 2021 we developed an innovative Parenting Hub to offer specialist and targeted parenting interventions for parents with complex emotional needs and their children aged 0-5. A total of 18 families (22 children) were supported between November 2021 and November 2023.</p> <p>Reduction in use of residential care – There has been a reduction in the proportion of children that Barnet places in residential children’s homes, reducing from 15% in 2016/17 to 11% in 2021/22.</p> <p>Investment in edge of care services. We have a comprehensive preventative Early Help offer, the REACH service for vulnerable young people and an innovative Youth Justice offer including diversionary and positive activities for young people at risk of exploitation. The edge of care worker is now embedded in the safeguarding teams. We continue to convene Family Group Conferences, Family Network Meetings and multidisciplinary planning meetings to arrange the right support at the right time. A programme of training has been rolled out across the entire children’s social care workforce to support our edge of care work in line with the presenting needs of our children and families.</p> <p>Pan-London ASD/SEMH project. Pan-London project to deepen our understanding of this cohort of children and develop evidence-based commissioning solutions and practice guidance which prioritises prevention of avoidable crisis, and better support for children and young people who present in crisis at services across the system.</p>

⁴ MacAlister, J (2022). *The Independent Review of Children’s Social Care*. Department for Education. [ONLINE] [Independent review of children’s social care - final report \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/103121/independent-review-of-childrens-social-care-final-report.pdf)

	<p>Our new Specialist Autism Team co-ordinates specialist assessments and care planning, coordinating multidisciplinary support to families. We are working with our health colleagues in our ICB to develop and embed Positive Behaviour Support approaches for children.</p> <p>We have expanded the work of our Integrated Clinical Teams as a core part of our Early Help offer.</p>
<p>Grow in-house fostering capacity</p>	<p>More children are living in families. In 2021/22, 71% of all Barnet's children in care were living with a family. This is an increase from 69% the previous year.</p> <p>Growth in Connected Carers. Our in-house fostering team has supported more children to live with friends/family (i.e. Connected Carers) or with their parents, with numbers increasing by 100% between 2017 – 2022.</p> <p>In-house placements static. Over the last two years the rate of in-house placements across London have fallen by 8.7% in real terms. Barnet, however, is performing relatively well in comparison to other London local authorities. Over the last three years Barnet has approved 45 new carers in comparison to the average approvals across the North London Consortium of 31 carers (45 being the highest and 16 the lowest).</p> <p>The number of in-house fostering placements has remained stable although the relative proportion of children within in-house fostering has reduced and like other Local Authorities, we have seen an increase in the need to use external fostering agencies to meet the needs of our children. Our in-house fostering provision now accounts for 27.6% of all placements.</p>
<p>Build and commission specialist residential provision in borough</p>	<p>Increased local residential supply. Since April 2022, we have repurposed one provision into a high needs, supported accommodation provision in line with local needs for young people aged 16+ and built and opened a new therapeutic 6 bed residential provision with onsite therapeutic support and clinical consultations to consider creative solutions for children with particular vulnerabilities and needs.</p> <p>Overall residential placements within Barnet have grown by 21 spaces for children since 2021 and there are now a total of 32 beds within the Borough.</p> <p>In addition, an in-house residential home is due to open in December 2023. This is a solo home that is designed to support children with highly complex needs. When open, this will increase total capacity to 33 beds.</p> <p>Pan-London commissioning for children with highly complex needs. Barnet continues to work collaboratively on pan-London projects, including in</p>

	<p>the development of a Secure Children’s Home in London and the London Accommodation Pathfinder, offering a local alternative to custody for young people involved within the youth justice system.</p> <p>Development of the Creative Solutions Forum to meet the challenge of reduced residential respite. Since 2019, the number of specialist overnight respite units in London have reduced considerably. In response to these challenges, the Council has established a Creative Solutions Forum which identifies alternative support packages to help families and help children remain at home and prevent admission into care as a result of a safeguarding or mental health crisis.</p> <p>Step Down. The Council’s residential ‘step down’ programme is well established. All transition planning puts children at the centre of care plan and we work proactively with providers to facilitate effective, planned placements moves when young people are ready. Working with our ‘My Say Matters’ programme, more work is planned to further develop a child focused best practice approach to transition, including step down.</p> <p>Residential parenting assessment centres. We are part of a new pan London framework which aims to develop this type of provision and share best practice in the capital.</p>
<p>Accommodation and support offer for 16+ and care leavers</p>	<p>New regulation for supported accommodation: We are supporting our providers through the regulatory changes via positive relationships and utilise a strengths-based approach to referrals to support effective matching and positive placement outcomes. All providers used by Barnet to support looked after children have now registered successfully with Ofsted.</p> <p>Quality assurance. Our semi-independent provisions continue to provide high quality local homes for young people as they develop independent living skills. Barnet has robust quality assurance mechanisms in place which has been adapted to the new Ofsted regulations.</p> <p>Sufficiency of provision. Barnet has a sufficiency of local supported accommodation provision and our placement team has positive relationships with trusted local providers.</p> <p>Increased accommodation options. Since 2021, we introduced a range of new pathway options for our care experienced young people to move on to. This year we have worked in partnership with Barnet Homes to ringfence additional homes for care experienced young people locally. As part of the Moving forward programme there is ring-fenced accommodation for 12 young people across two properties and Barnet Homes has surpassed their housing target by identifying properties and rehoused 55 young people in</p>

	<p>22/23 and 62 so far during 23/24. 11 care leaver parents have been rehoused into 2 bedroomed homes and where they have vacated smaller properties these have been ring-fenced for care experienced young people.</p> <p>Supported lodgings growth. We have established an in-house supported lodgings service. While relatively small (11 carers) it is growing, and we have ambitions to continue this growth.</p> <p>Staying Put. We had a total of 49 Staying Put agreements across the year in 2022-23 and the number of young people in this arrangement type has increased slightly between 2019 and 2023.</p> <p>UASC support. In response to the significant increase in numbers of UASC since 2019, we have developed a specialist multidisciplinary support offer and created a dedicated UASC team in our Leaving care service, Onwards and Upwards, to ensure a timely and joined up response to care planning for this cohort.</p>
<p>Commissioning Intentions</p>	<p>Regional Commissioning. We have mature regional commissioning arrangements and work with partners at both the sub-regional (Commissioning Alliance) and regional level (London) to deliver placements that meet the needs of our young people (see Annex 1 for examples of projects). Barnet also leads the Section 251 Project, which is a national project funded by the Department for Education to improve financial reporting in children’s services.</p> <p>Quality Assurance. Quality assurance of placements takes place at both a local and regional level, through work with the Commissioning Alliance. A key priority has been focusing on quality assurance of supported accommodation in advance of regulation by Ofsted. Monitoring visits are completed to all residential placements to ensure quality of care and value for money.</p> <p>Growth in local residential supply. There has been a 44% growth in local residential care provision between April 2022 and April 2023. This will rise to 48% when the new in-house solo residential home opening in December 2023.</p>

Section 3: An Overview of our Children in Care Population

Before focusing on our key strategic priorities for the 2023-27 Sufficiency Strategy, this section provides some context about Barnet's care population and identifies some of the key themes and trends. This is contextualised against pan-London data.

The majority of data in this section comes from the Dynamic Sufficiency Tool⁵. This is an innovative pan-London project, supported by Barnet, which has used anonymous placement data from across all 33 London councils to provide local authorities with meaningful insight to inform their commissioning strategies and sufficiency planning. This tool uses longitudinal data to highlight key themes and trends in the data, which may not otherwise be visible through analysis of snapshot data from a certain point in time.

The number of children in care each quarter is increasing, with the increase at a higher rate than the rest of London

Between January to March 2022, there were 431 children who experienced a period of being in care in Barnet. Since 2017/18, the increase in looked after children has continued but become more graduated. The growth in Barnet's children in care population is increasing faster than the pan-London average. Over the period 2016 to 2022, Barnet's care numbers increased by 25.2%, compared to 4.3% at the London level.

Fig 1: Percentage Change in the Care Population 2016-2022. Barnet vs London

Time Period	Barnet % Change	London % Change
20-21 Q4 to 21-22 Q4	+ 8.8%	+ 2.2%
19-20 Q4 to 20-21 Q4	+ 2.3%	- 2.4%
18-19 Q4 to 19-20 Q4	+ 4.0%	+ 2.7%
17-18 Q4 to 18-19 Q4	- 0.2%	+ 3.2%
16-17 Q4 to 17-18 Q4	+ 8.4%	-1.46%
2016 - 2022	+ 25.2%	+ 4.3

⁵ Further information is available here: [Pan-London Dynamic Sufficiency Tool – LIIA](#)

Fig 2a: Barnet's Care Population 2016-2022

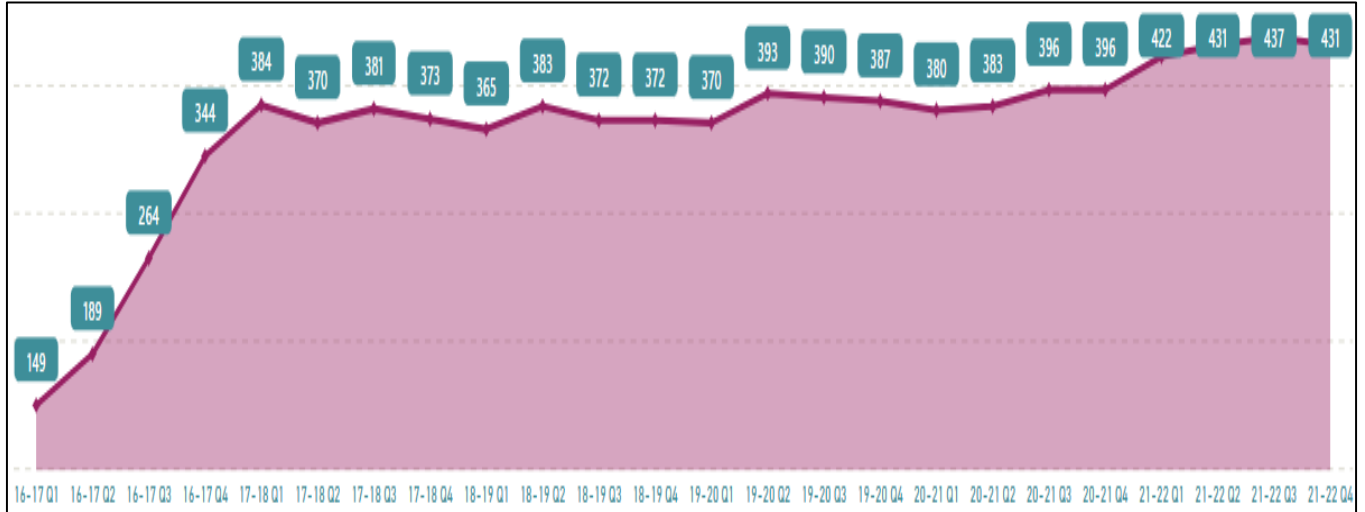
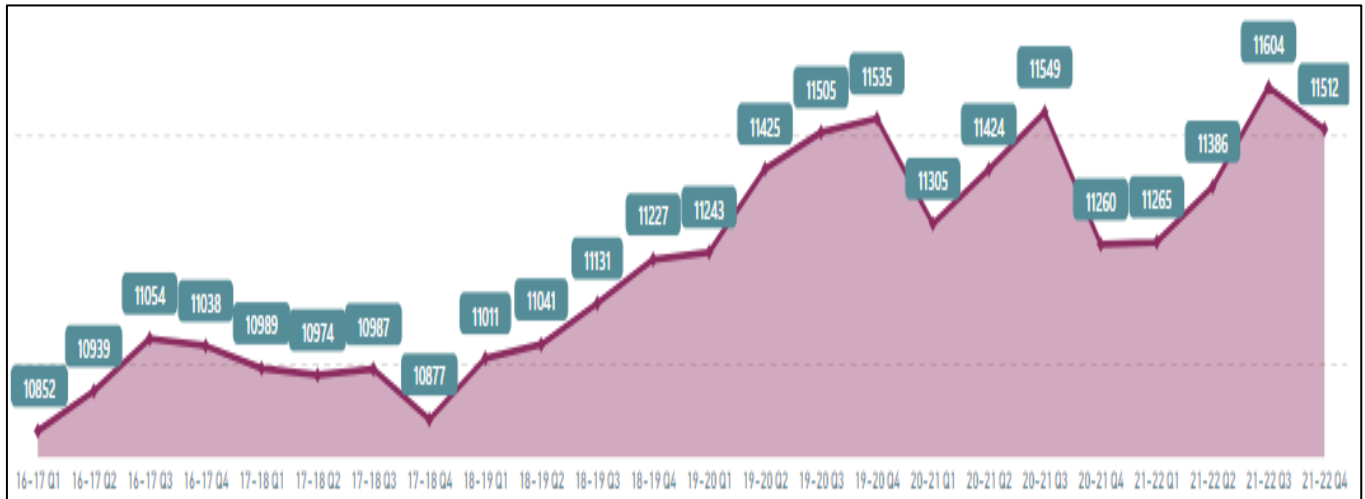


Fig 2b: London's Care Population 2016-2022



The growth in Barnet's care population is driven in part by the growth in the number of Unaccompanied Asylum-Seeking Children (UASC). Figure 3a highlights that when excluding UASC from analysis the growth reduces to 20.8%. Irrespective of the UASC population, the number of children experiencing an episode in care in Barnet has been increasing and at a rate far above the London average; a trend which has been particularly apparent over the last 12 months. This trend is largely due to an increase in older adolescents entering care as a result of being held on remand, family breakdown as a result of poor mental wellbeing after the pandemic and in 2021/22 there were a number of larger sibling groups that came into care.

Figure 3a: Percentage Change in the Care Population 2016-2022. Barnet vs London (Excluding UASC)

Time Period	Barnet % Change	London % Change
20-21 Q4 to 21-22 Q4	+ 9.9%	+ 0.06
19-20 Q4 to 20-21 Q4	+ 1.2%	+ 1.7
18-19 Q4 to 19-20 Q4	+ 3.9%	+ 1.7
17-19 Q4 to 18-19 Q4	- 0.3%	+ 1.3
16-17 Q4 to 17-18 Q4	+ 4.4%	- 1.2
2016 - 2022	+20.8	+3.7%

Fig 3b: Barnet’s Care Population 2016-2022 (excl. UASC)

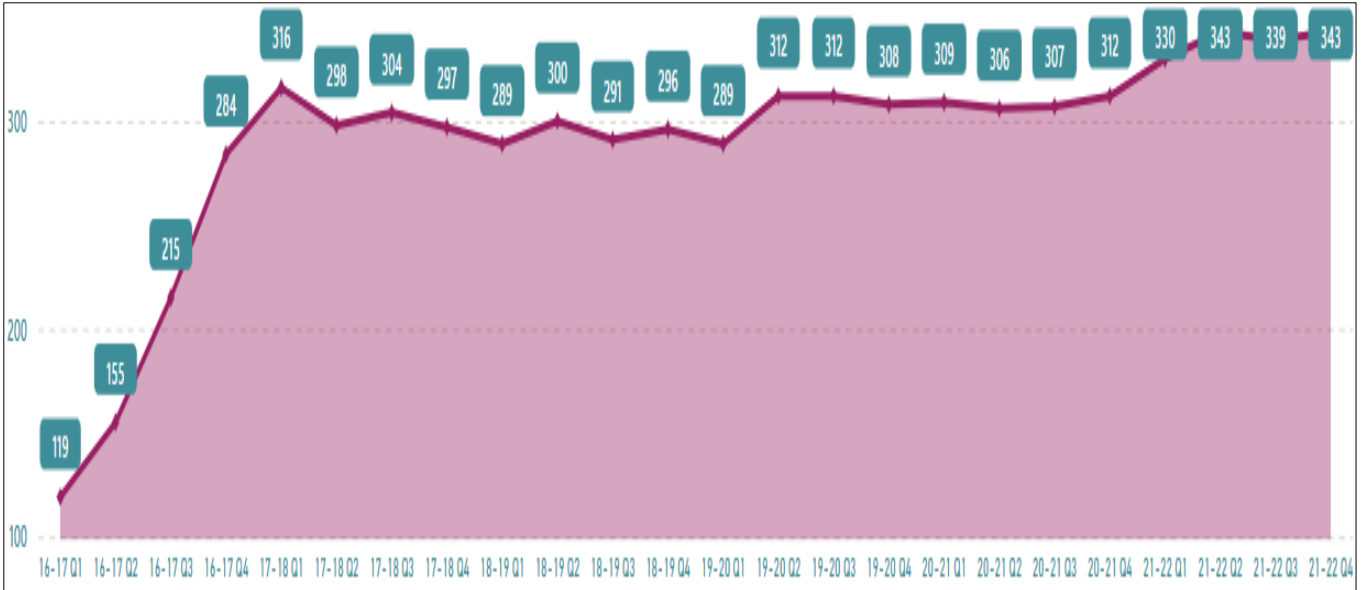
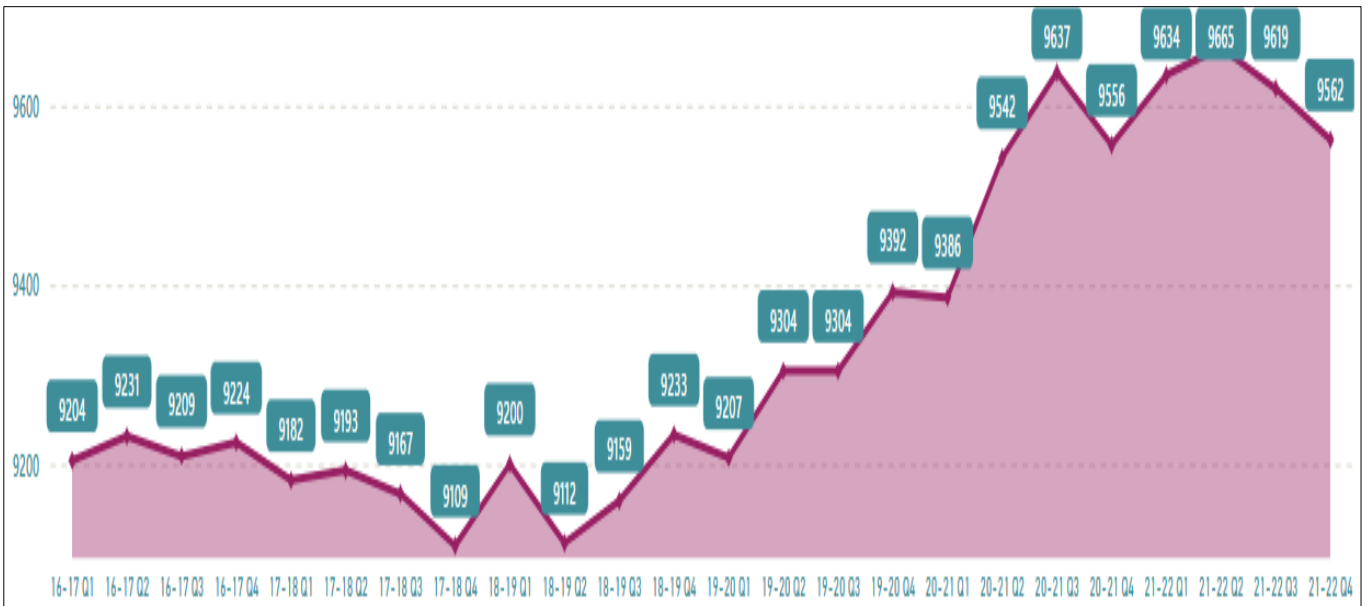


Fig 3c: London’s Care Population 2016-2022 (excl. UASC)



Vulnerable adolescents and children and young people with complex needs

Following a detailed review of our highest needs placements and where we have not been able to source placements locally, we do not currently have placement sufficiency for the following cohorts.

1. Vulnerable adolescents - this includes children with behaviours that pose a risk to others; children that have experienced criminal exploitation; mental health or emotional difficulties; self-harm; suicidal ideation; children that go missing; and/ or children with a disability including neurodiversity.
2. Parent and baby placements- while we have local provision and London based residential assessment centres, Barnet does not have any local fostering provision for parent and child placements. We have seen a significant increase in parent and child placements since 2016/17. Last year we had 22 Parent and Child Placements over the course a year, with 5-6 in placement at any one time. The gap has resulted in the exclusive use of external providers who are situated outside of the Barnet authority boundary and represent high-cost placements.

For our vulnerable adolescent cohort, these children benefit most from bespoke provision on an individual basis and ensuring that they have the right support considering their specific needs is key to promoting the best outcomes for them. The requirement is therapeutic placements, access to effective mental health support and high levels of placement stability. Some of these children would have a deprivation of liberty order.

Unaccompanied Asylum-Seeking Children (UASC) represent 20% of Barnet's Care Population, which is above the pan-London average

The number of asylum-seeking children increased significantly during the year 2016/17, with the increase from 30 to 60 children equivalent to a 100% rise. Since 2017/18, numbers have continued to increase but have done so broadly in-line with wider care population and, as such, the relative proportion within the care population that are UASC has remained relatively constant.

Since 2019, we experienced an increase in referrals of Unaccompanied Asylum Seeking Children (UASC) from 5 Home Office Hotels established in the borough and the subsequent increase in care experienced young adults needing support.

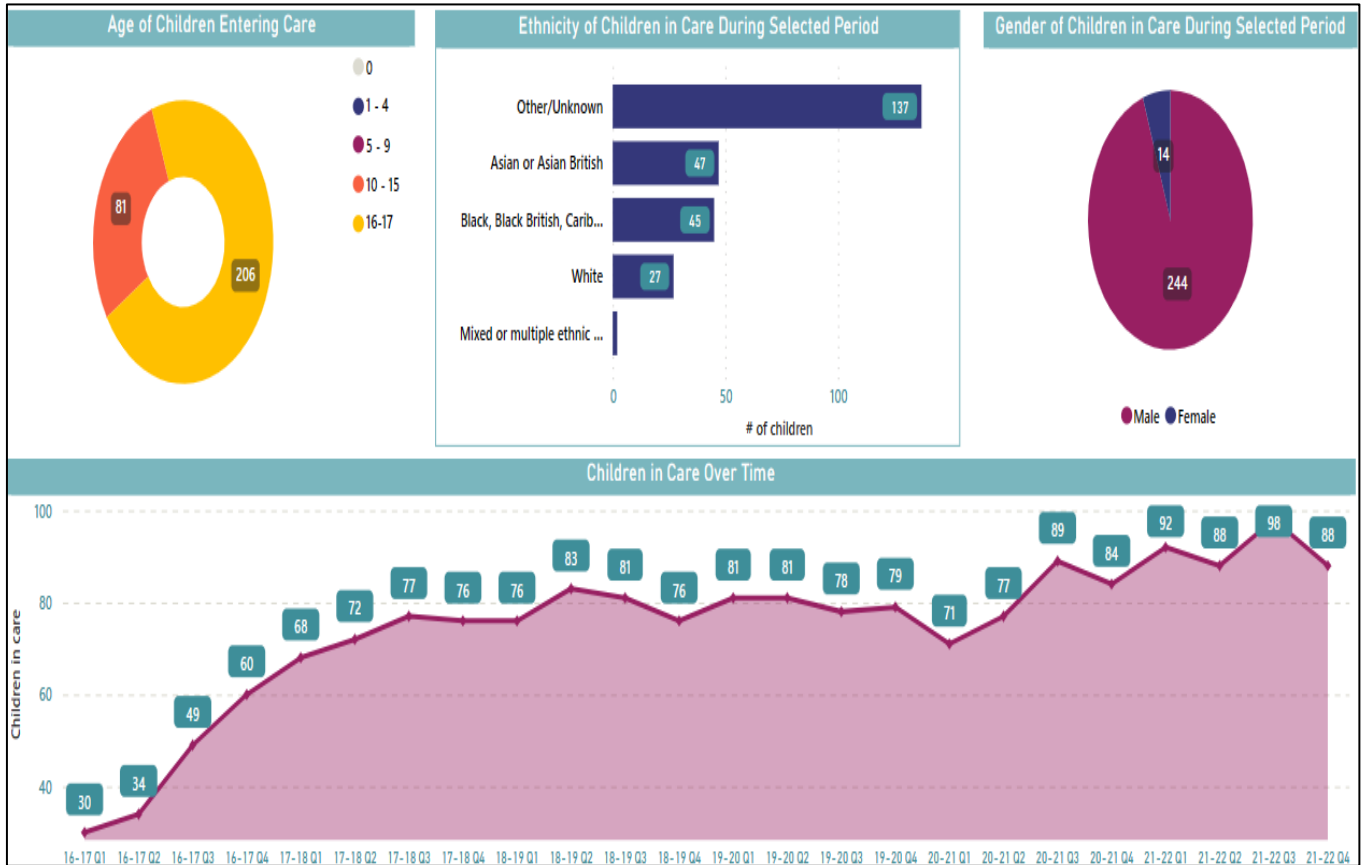
Fig 4: Percentage of Barnet's Care Population that are UASC

Year (Q4 snapshot)	Number UASC	Total LAC Population	% LAC Population that are UASC
2021/22	88	431	20.4
2020/21	84	396	21.2
2019/20	79	387	20.4
2018/19	76	372	20.4
2017/18	76	373	20.4
2016/17	60	344	17.4

In comparison to London, a higher percentage of Barnet's care population are UASC. In 2021/22, UASC made up 20.4% of Barnet's care population, compared to the London average of 16.9%. Barnet's UASC population has been gradually increasing in numbers since 2016/17, although the proportion of UASC have remained stable as a percentage of the total Barnet care population. In contrast, London's UASC population has fluctuated significantly but has overall declined since 2019/20 in both real and percentage terms. Since their 2019/20 peak, the number of UASC in London has fallen by 11%.

When comparing Barnet's UASC population to the rest of London it is also apparent there are differences in demographics. For example, at the London level 33% of UASCs identify as Black, compared to 17% in Barnet. London also has higher levels of children identifying as white (17.8% compared to 10% in Barnet). The largest ethnic grouping in Barnet (53%) is 'other/unknown' as their ethnicity does not fit within the classification used for this data. Figure 5 (below) provides further detail about Barnet's UASC population.

Fig 5: Barnet's UASC Care Population 2016-2022

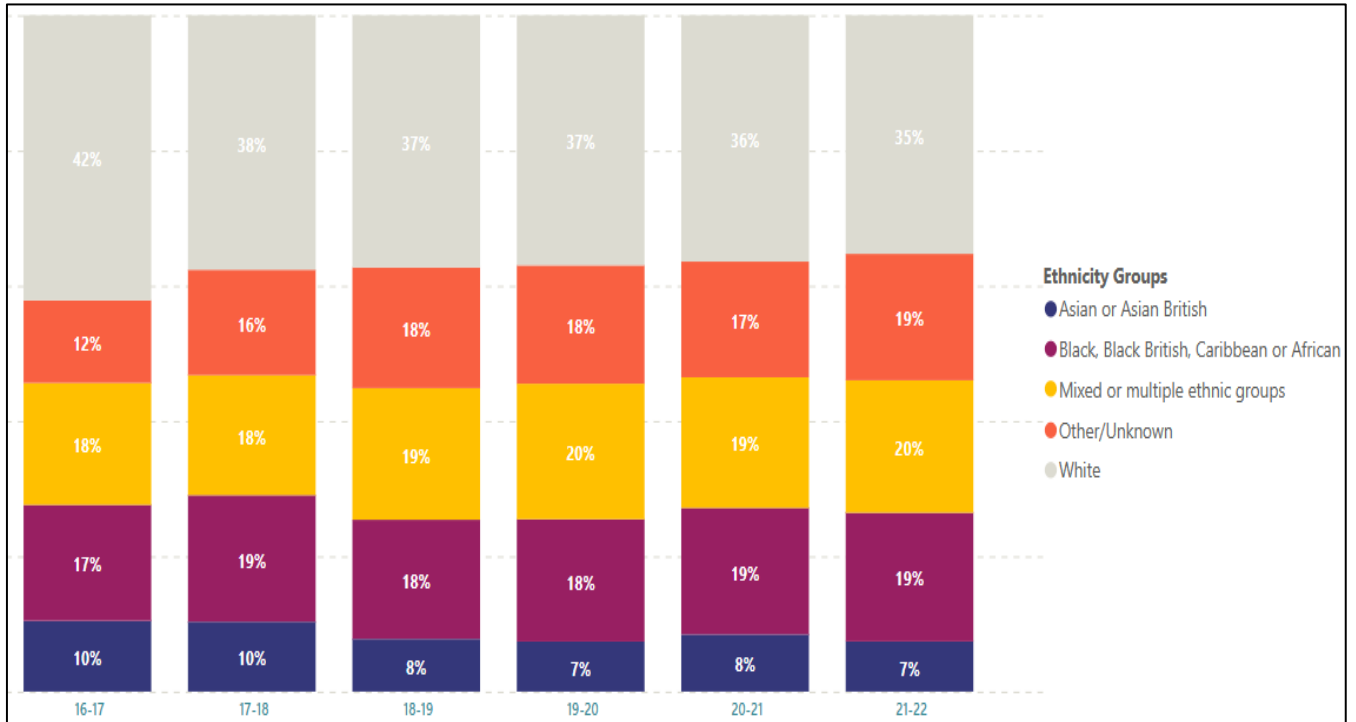


An increasing percentage of children from ethnic minorities

Most of the Barnet's care population (65%) are from ethnic minorities, although white is the largest single ethnicity (35%). Over the last six years the percentage of children described as white has reduced by 7% and there has been a corresponding 7% increase in children described as 'other' or 'unknown.' Barnet has a far higher percentage of children described as 'other/unknown' than other London authorities (in 2021/22 this was 19% in Barnet compared to the pan-London average of 9%).

When comparing the ethnicity of Barnet's children to the pan-London average, another key difference is that Barnet has a significantly smaller percentage of children that are black, black British, Caribbean or African. At a pan-London level this is the second largest cohort and represents 29% of all children, whereas in Barnet it accounts for only 19%.

Fig 6: Ethnicity of Barnet's Care Population 2016-2022

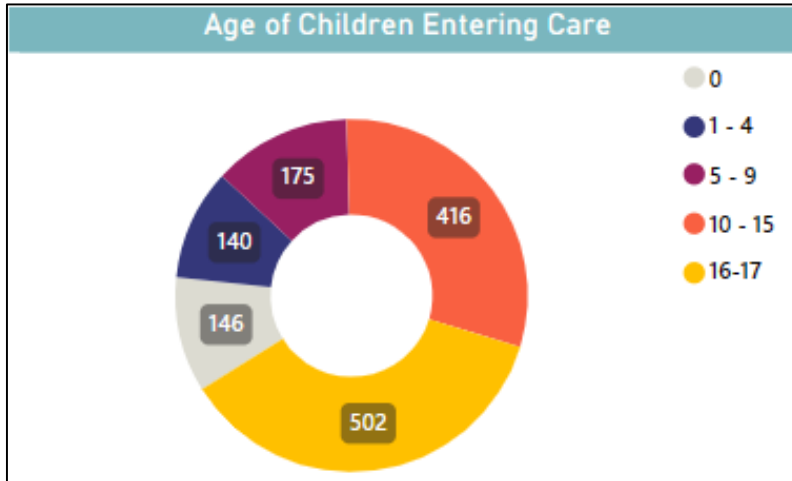


A high proportion of the care population enter care aged 16/17

During the period 2016-2022, 36.4% of the children that entered Barnet's care were aged 16+. This is influenced by the relatively high number of UASC in Barnet, which is relevant given that a high number of UASC (typically 70%) enter care over the age of 16. When the cohort of UASC are removed from analysis, the percentage of children entering care in Barnet aged 16+ reduces to 27.1%.

In comparison with other London local authorities, Barnet has a slightly higher percentage of children entering care aged 16+. When UASC are included in analysis, the London average is 35.1%, and when they are excluded this drops to 25.9%.

Fig 6: Age Children entered Barnet's Care 2016-2022

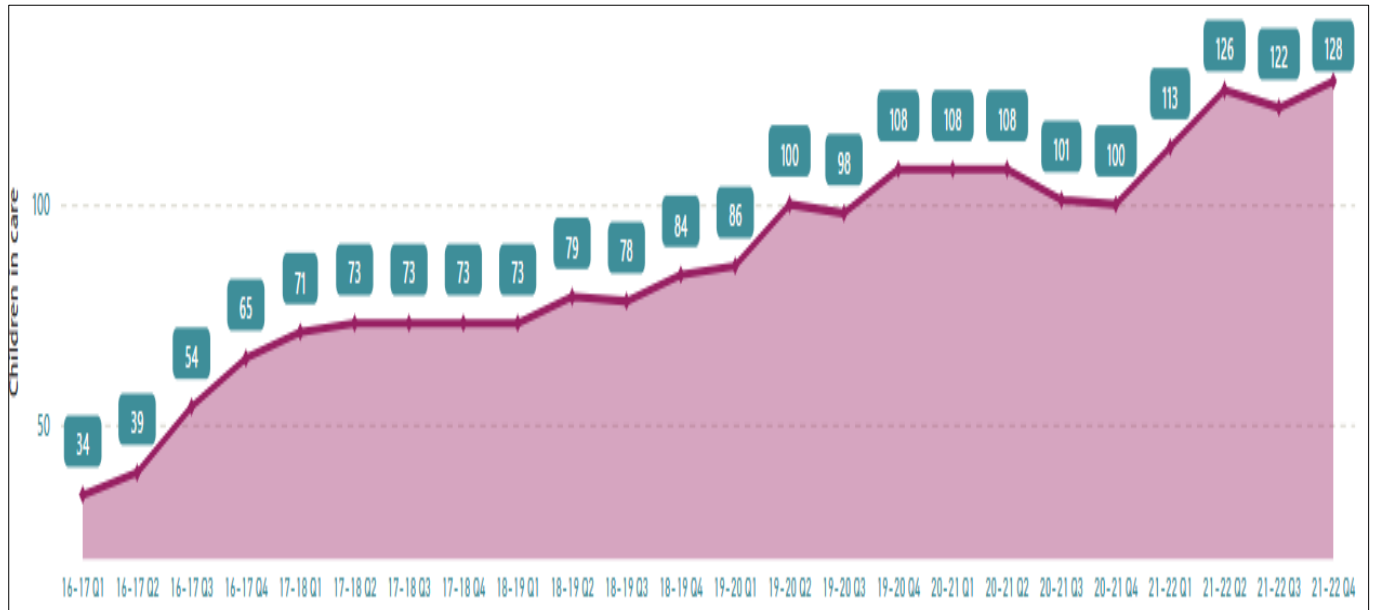


More children are living in family settings, with particular growth in Independent Fostering and Connected Carers.

In 2021/22, 71% of all Barnet's children in care were living with a family. This represents a slight increase from the previous year when it accounted for 68.9% of all children, although slightly below the London average of 72.9%. While the total numbers of children living in family settings has remained relatively stable there are some key trends emerging:

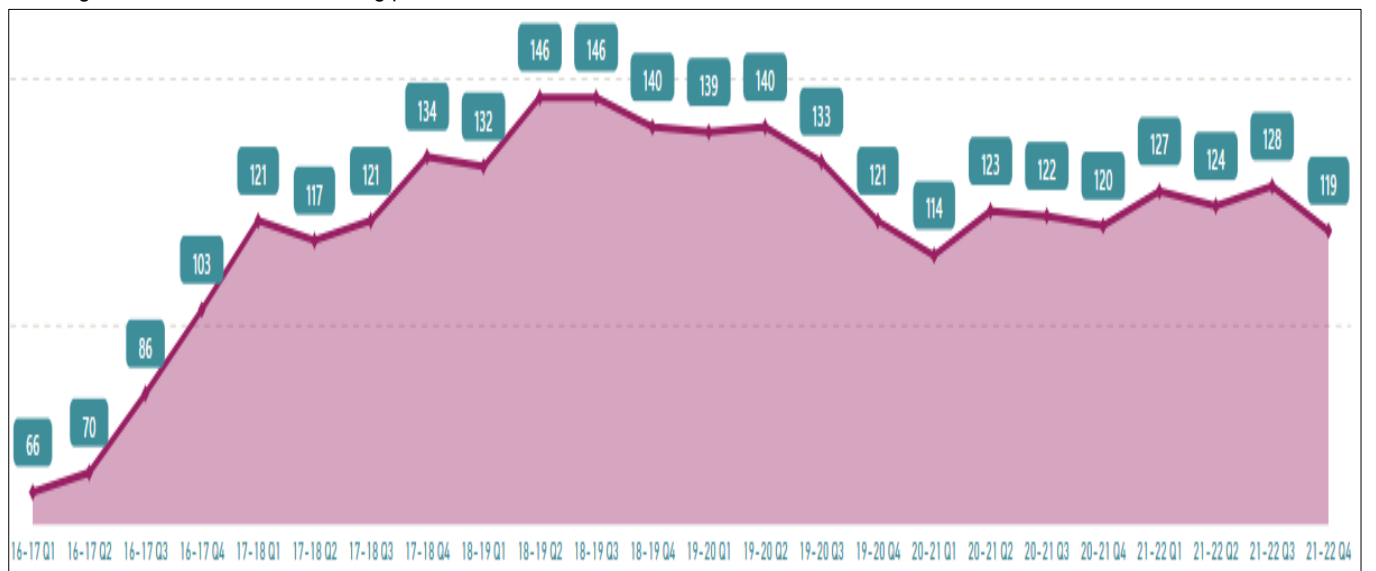
- 1) Increase in Connected Carers and children that are being supported to live with parents.** During 2021/22, this cohort increased by 14%.
- 2) Increase in fostering placements from the Independent Sector.** Since 2016, there has been a year-on-year increase in the number of children living with foster families from the independent sector. Over the last 12 months the number of placements has increase by 28%. In this period, the relative proportion of the care population living in independent fostering has also increased, rising from 25.2% to 29.4%. In line with London sufficiency trends for fostering, we have increasingly relied on placements in the independent sector specifically to keep sibling groups together, for parent and child placements and children with profound disabilities. This growth is highlighted in Figure 6a below.

Fig 6a: Barnet's Growing Utilisation of IFA placements 2016-2022



3) Stable in-house fostering numbers for the last two years. The number of children living with in-house foster carers peaked in the year 2018/19, fell in 2019/20 and has remained relatively stable since. While numbers have remained stable the relative proportion of children living with in-house carers has been reducing year-on-year: 37.6% in 2018/19; 31.3% in 2019/20; 30.3% in 2021/22 to 27.6% in 2021/22.

Fig 6b: Barnet's in-house fostering placements 2016-2022



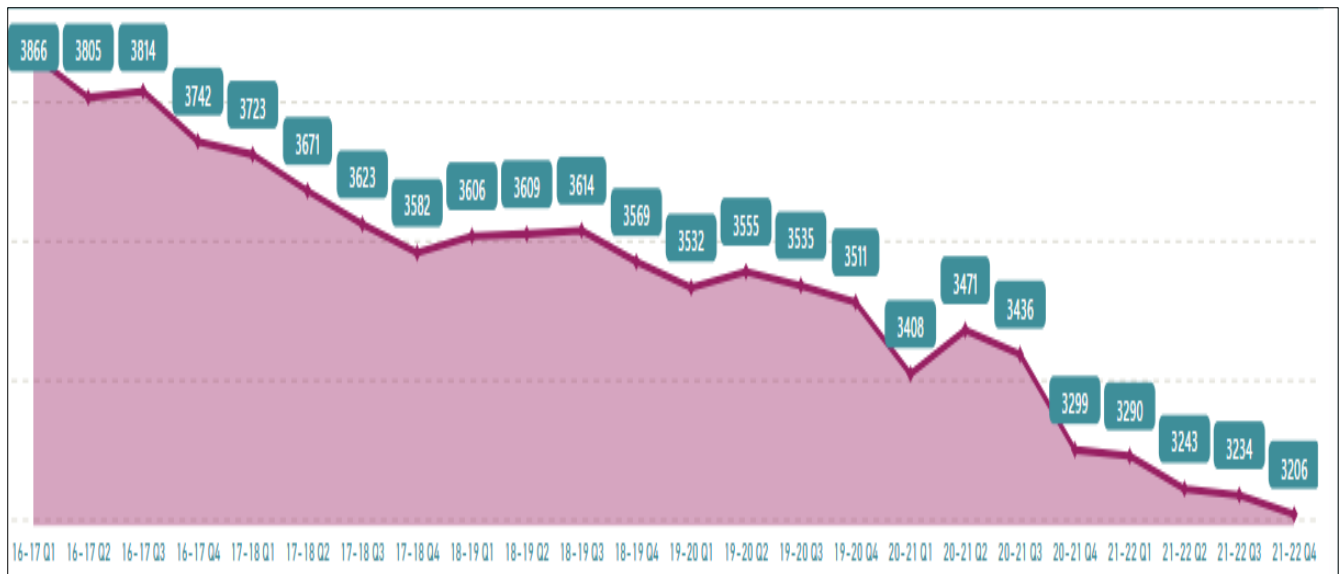
The above graph highlights that while Barnet's in-house fostering placements have reduced significantly since their peak in Q2 of 2018, there has been relative stability over the last two-year period. In comparison, there has at the London level been a year-on-year reduction in the number of in-house fostering placements since 2016. Over the last

two years the number of London placements reduced by 8.7%. The performance of Barnet’s in-house fostering should therefore be taken in this context (see table below).
 Figure 6c: Percentage change in in-house fostering placements. London vs Barnet.
 (using snapshot data in Q4 of each year)

Year	Barnet	London
20/21 to 21/22	- 0.8%	- 2.8%
19/20 to 20/21	- 0.8%	- 6.4%
18/19 to 19/20	- 13.6%	- 1.6%
17/18 to 18/19	+ 4.3%	- 0.3%
16/17 to 17/18	+ 30.1%	- 4.3%

The relative percentage of the care population that are living with in-house fosters carers is reducing in both Barnet and London. At the end of 2022, 27.6% of Barnet’s care population were in in-house fostering placements which was in-line with the London average of 27.8%.

Figure 6c: Decline in the number of in-house fostering placements pan-London 2016 -2022



Reduction in the percentage of children in residential care

There has been a reduction in the proportion of children that Barnet places in residential children’s homes, reducing from 15% in 2016/17 to 11% in 2021/22. This reduction has brought Barnet much closer to the London average of 9%. In real terms, the number of children placed in residential care has remained relatively stable, fluctuating around 100 placements per annum (or circa 70 unique children). These numbers have though remained stable in the context of growing numbers of children in care, which has led to a

reduction in the relative percentage. The percentage of children in different placement types (at both the London and Barnet level) is set out in Figures 7a and 7b below: Over 2018-2022, the proportion of residential placements with external providers has increased from its lowest figure of 47% in 2019 to 55% in 2022. This trend, reflecting an increased reliance on external provision is reflected in other Local Authorities across London and is due to multiple factors including the complex needs of some of our vulnerable adolescents.

Fig 7: Barnet's Placement Type (%) 2016-2022

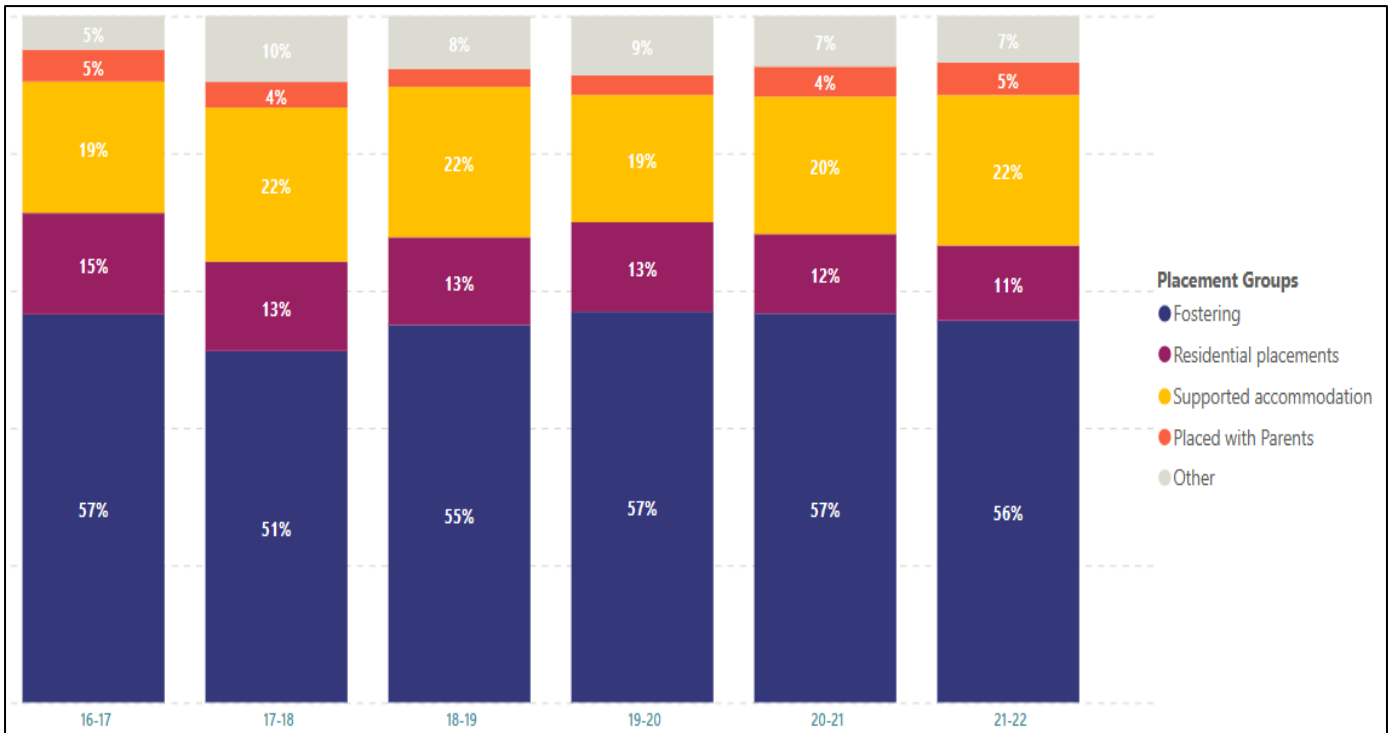
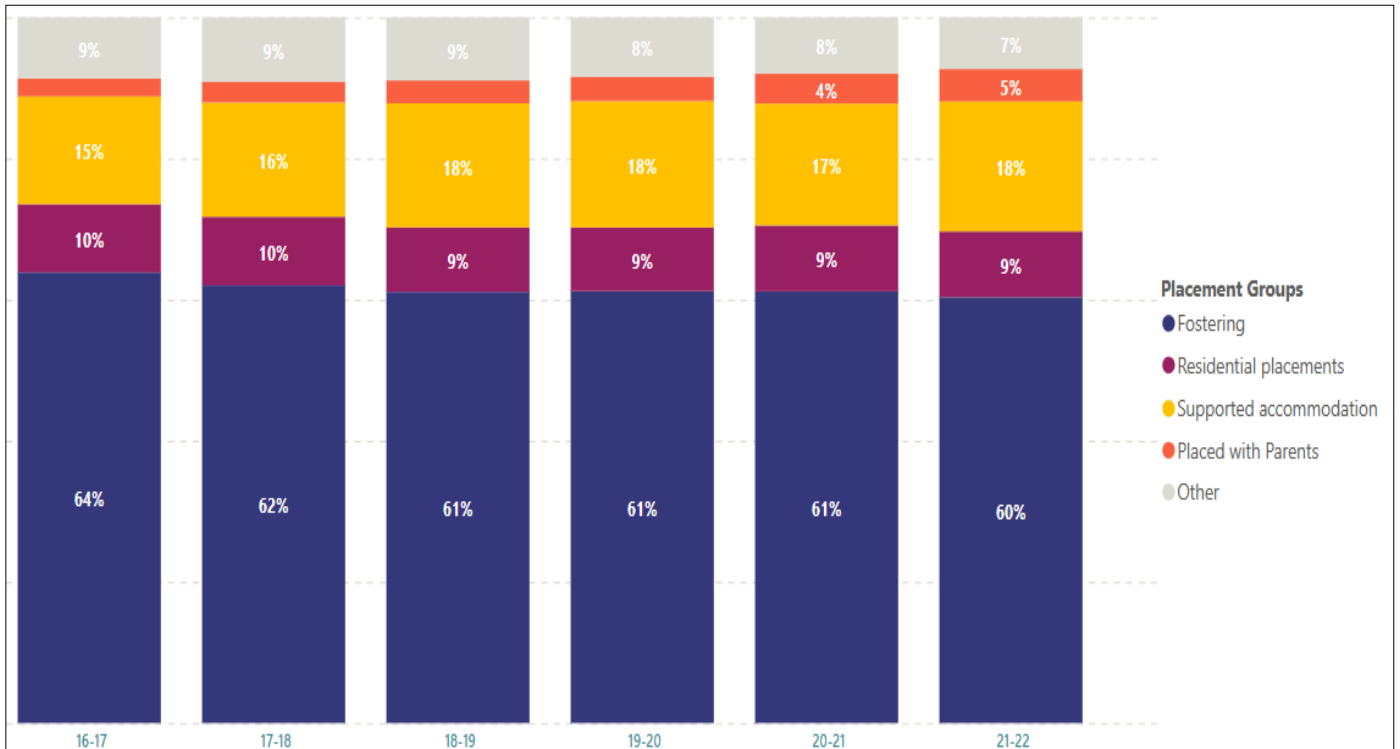


Fig 7b: London Placement Type (%) 2016-2022



High Utilisation of supported accommodation, with particularly high representation from Unaccompanied Asylum-Seeking Children

Barnet places a slightly higher percentage of its children in supported accommodation (see figure 7a/7b) than other London authorities. In 2021/22 this accounted for 22% of Barnet’s care population, compared with 18% at the London level. Whilst this is not significantly higher percentage than the London average it is notable as it is a trend that was present every year between 2016-2022. This is in part due to the relatively high number of UASCs in Barnet (see figure 4) given that this cohort of children are more likely to be aged 16/17 and living in supported accommodation. However, excluding this cohort Barnet’s utilisation of supported accommodation is consistently just above the London average.

Barnet places a higher percentage of its UASC in supported accommodation, compared with other London authorities. In 2021/2, 58% of Barnet’s UASCs were in supported accommodation compared to 51% at the London level. Other London authorities are more likely than Barnet to place UASC in fostering placements. At the London level 46% of UASCs are placed in foster care, compared with 38% in Barnet. This information is shown in figures 8a and 8b below.

Fig 8: Placement Type (%) for Barnet's UASC population 2016-2022

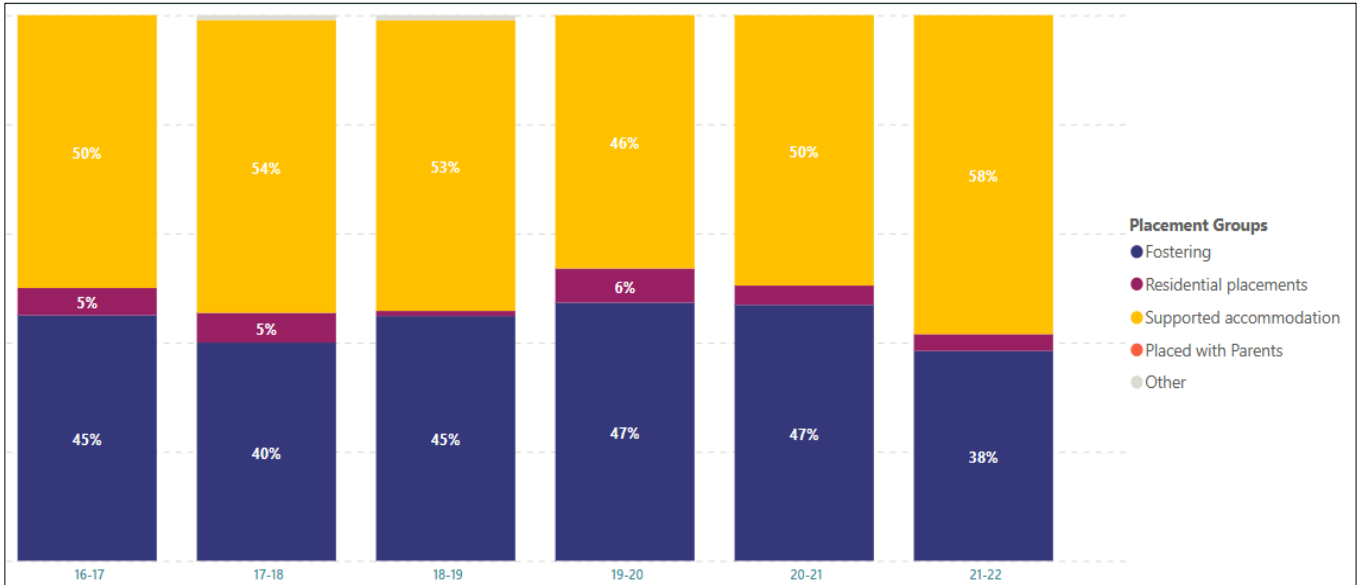
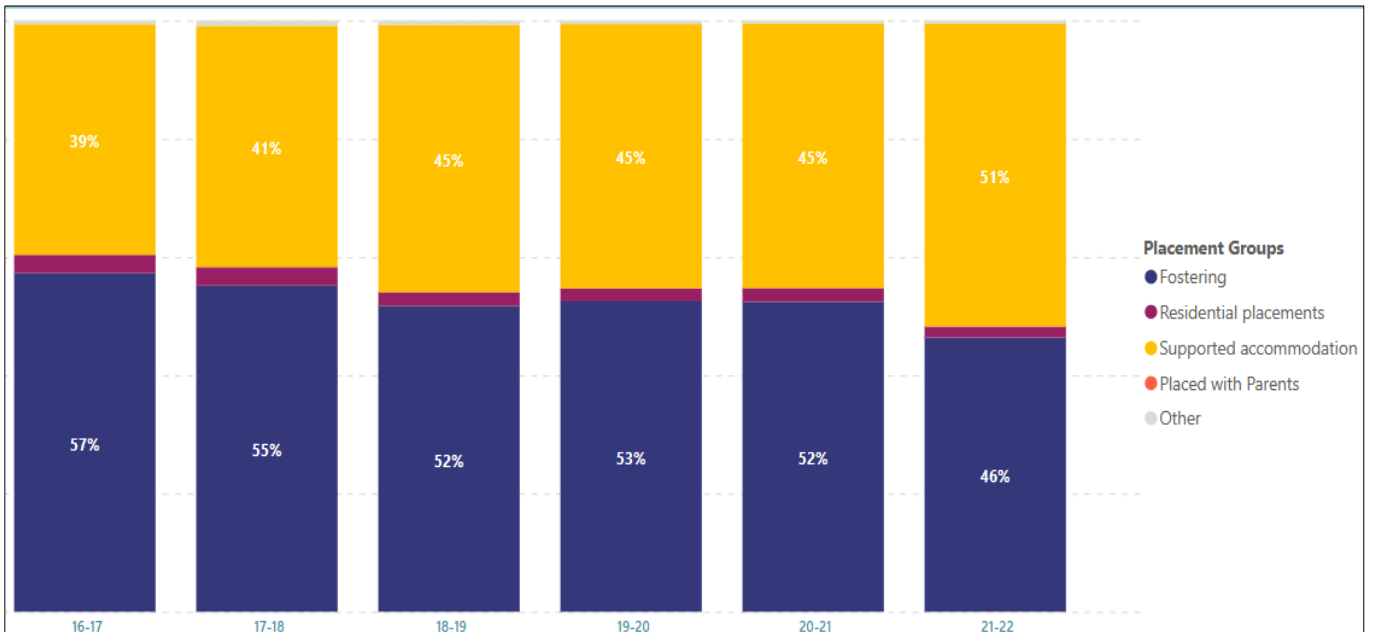


Fig 8b: Placement Type (%) for London's UASC population 2016-2022



A lack of residential care provision, despite a significant increase in local supply

As of April 2023, there are seven registered children’s homes within the Borough of Barnet, with a combined total capacity of 32 beds. Since April 2022, four new registered homes have been set up within the Borough, which has increased supply by 21beds. The increase in residential provision, driven in part by Barnet’s investment in its own 6 bed residential children’s home, is at a far greater rate than the rest of London. In the same time period London’s bed numbers increased by 4.5% (802 in April 22 to 838 in April 23).

Figure 9: Residential Children’s Home Capacity in Barnet as of November ‘23

	Sector	Capacity
Home 1	Local Authority	6*
Home 2	Local Authority	6
Home 3	Private Sector	2
Home 4*	Private Sector	5*
Home 5	Private Sector	5*
Home 6	Private Sector	3
Home 7	Private Sector	4*

* Indicates it is a new provision set up in 2022

In addition to the above, a new one bedded in-house residential children’s home is due to open in December 2023. This will be able to accommodate children with highly complex needs. This will increase capacity to 37 beds and will mean that from April 2022 capacity will have increased by 48%.

Despite this growth in provision there are still insufficient residential children’s home placements within the Borough. For example, in the last quarter of 2021/22 there were 45 Barnet children living in residential care. There are similar sufficiency challenges across London. In the last quarter of 2021/22 London authorities collectively made 1088 residential care placements, which was 231 more than the total number of beds in the capital.

Across London the shortfall in residential provision is exacerbated by the limited utilisation of residential provision that does exist. In 2021/22, only 56.7% of London based residential capacity was utilised by London authorities, with the remaining 43.3% either void or filled by a non-London local authority. On average, London authorities only utilised 24.7% of the provision within their own geographical boundaries. Barnet has a higher utilisation rate than the rest of London, which means it makes better use of the provision that exists locally. In 2021/22, Barnet utilised 35.1% of potential local capacity with 27.2% used by other London authorities. This does though still leave 37.7% of capacity which is not being used by London and is either void or filled by non-London authorities.

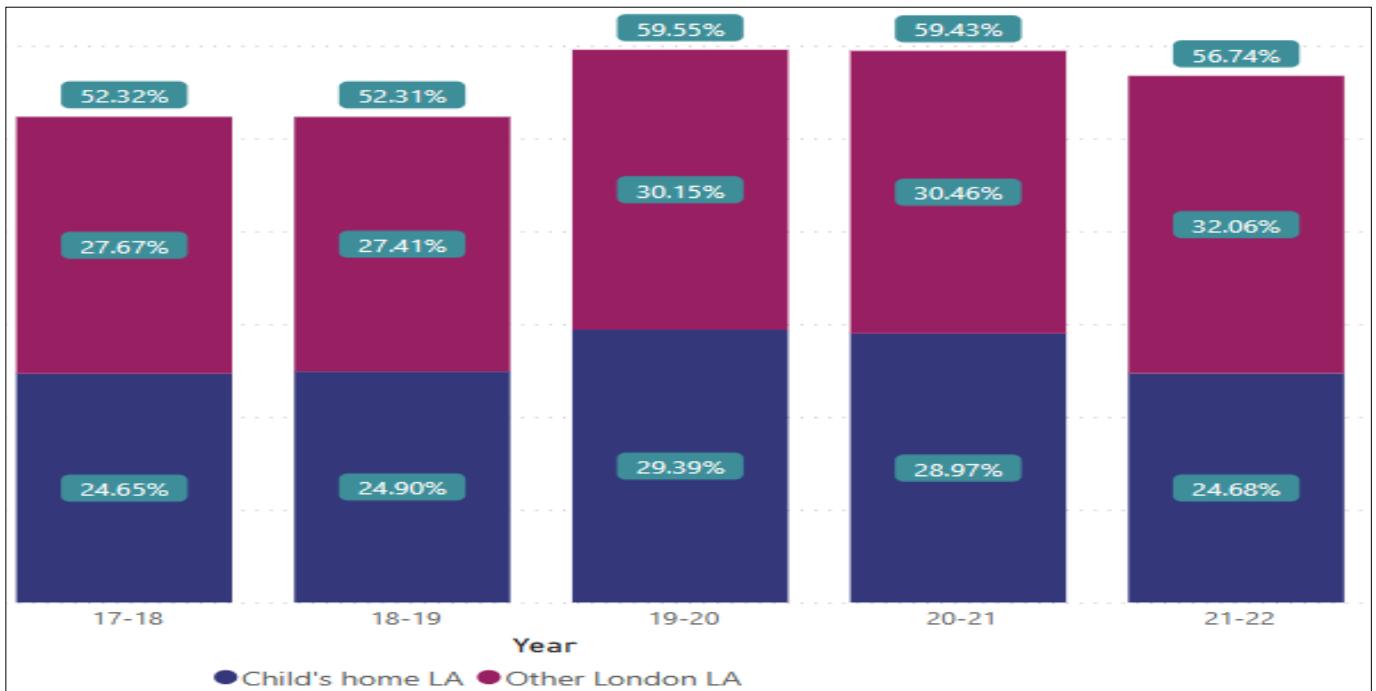
Without access to data from non-London local authorities it is not possible to understand how much of this unused capacity is void and how much of it is taken by other authorities. Research undertaken by the Commissioning Alliance (2020), found similar levels of unused capacity and identified that 26% of unused provision was filled by non-London authorities with the remainder vacant. A small percentage of vacant beds (7%) were described by providers as unavailable, but 67% were vacancies that providers confirmed could accommodate children.

Research undertaken by the NCB (2022)⁶ further explored the low utilisation rate of residential care in London with recommendations which included the need to develop closer relationships with local providers; the need to challenge commissioning and social work practice and develop a deeper understanding of the provider landscape by placement type, along with further information sharing with providers regarding the needs of London’s children and types of provision required to meet these needs.

Figure 9a: Utilisation of Residential Provision within Barnet 2017-2022



Figure 9b: Utilisation of Residential Provision across London 2017-2022



⁶ [London-Children-London-Lives-Research-into-Under-Utilisation-8.pdf \(liia.london\)](#)

**In the above graphs, blue denotes the extent to which a local authority maximises provision within their own geography. The red shows the extent to which London authorities collectively utilise the provision within the geography. For example, in 2021/22 Barnet used 35.12% of the total residential capacity within its own geography. An additional 27.17% of the provision within the geography of Barnet was used by other London authorities. This accounted for 62.29% of total capacity and therefore 37.71% is unaccounted for. It can be assumed that this provision is either filled by a non-London local authority or vacant.*

More local residential placements, but when children are placed out of area they live further away.

A lack of therapeutic, residential provision that can meet complex needs within Barnet (and London more generally) means that Barnet uses residential provision that is outside of London. Furthermore, these children tend to be placed quite a large distance from Barnet. In 2021/22, 50% of all residential care placements were made more than 20 miles away from a child's home. This rose to 78% when in-house provision was excluded. This is higher than the London average where 42% of children are placed more than 20 miles from home.

Barnet does though have a significantly above average percentage of children in residential care that are placed within the Borough (34% in 2021/22 compared to the London average of 19%). It can be concluded therefore that in comparison to other London authorities, Barnet is more successful in finding local residential placements but that when children are placed out of area they are more likely to live over 20 miles away from home than children from other London authorities.

The geographically dispersed nature of residential care placements is shown in the map below:

Figure 10: Location of all Barnet's Residential Care Placements 2016-2022



High number of different residential care settings

Since 2016/17, Barnet has made 381 residential care placements to support 183 individual children. These children have been supported across 138 different residential children's homes. This pattern of commissioning, working with lots of different providers, is common across the whole of London. Accordingly, for many of the providers that work with London, the percentage of their service that support London children is limited. In 2021/22, 57% of the residential providers that London placed with had less than 20% of their total capacity filled by London authorities. Indeed, 22.5% of providers London had placements with had less than 10% of their provision used by London authorities.

From the perspective of a local authority there are both benefits and challenges of having a large provider base. A challenge might be developing meaningful relationships with a wide number of different providers, many of whom may only have one young person from the authority. Indeed, research undertaken by the NCB (2022) into underutilisation made the recommendation that authorities across London work to develop more meaningful relationships with local providers.

The number of unique residential settings that Barnet uses each year is set out below:

- 2018/19 - 49 unique providers
- 2019/20 - 51 unique providers
- 2020/21 - 51 unique providers
- 2021/22 - 42 unique providers

More children are living locally

Despite challenges with residential sufficiency, and the high percentage of out of area residential placements the overall percentage of all children in care to Barnet placed within the borough is increasing. In 2021/22, 40% of all children lived within the Borough, which was an increase from 33% the previous year. Compared to other London authorities, more of Barnet's children are placed within Borough. However, as per the section on out of area residential placements above, when Barnet makes out of area placements children appear to live a long way from their homes with a relatively high proportion of children living in the North of England and the Midlands.

Figure 11: Geographical Location of Placements made by Barnet Council 2016-2022

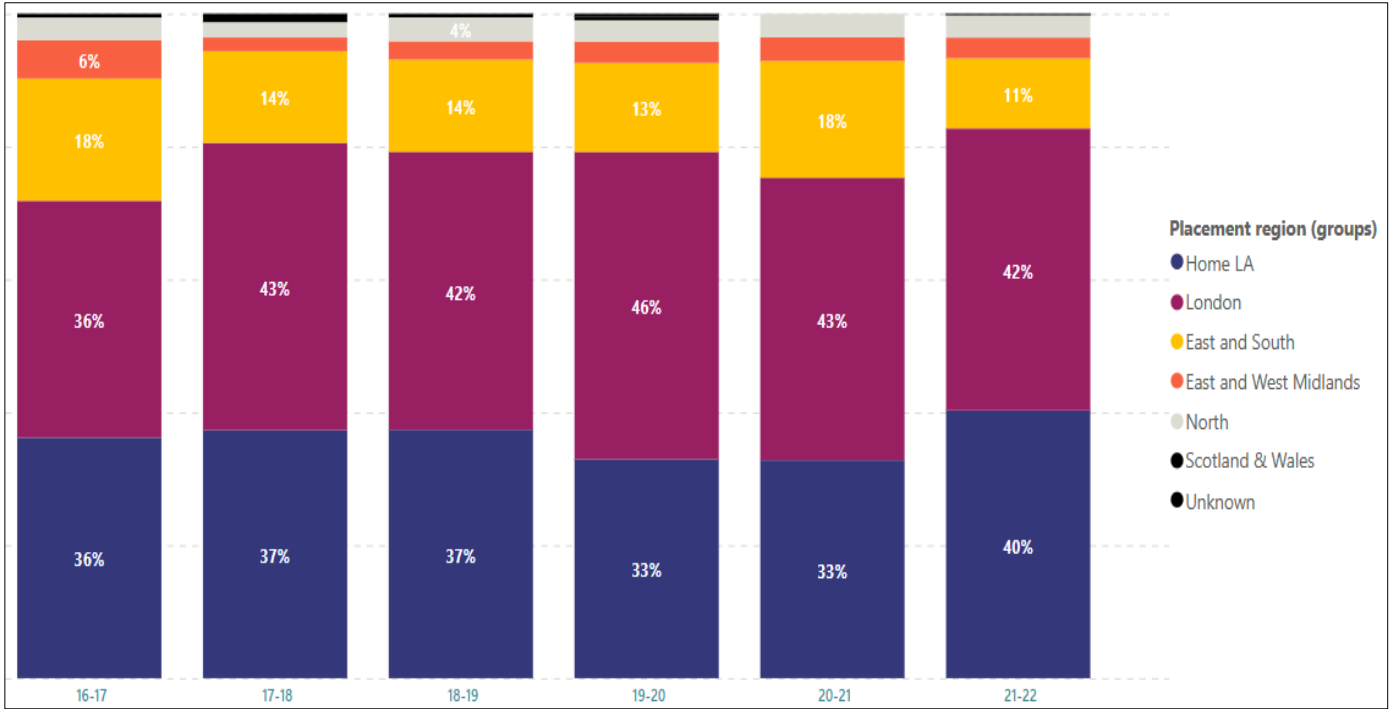
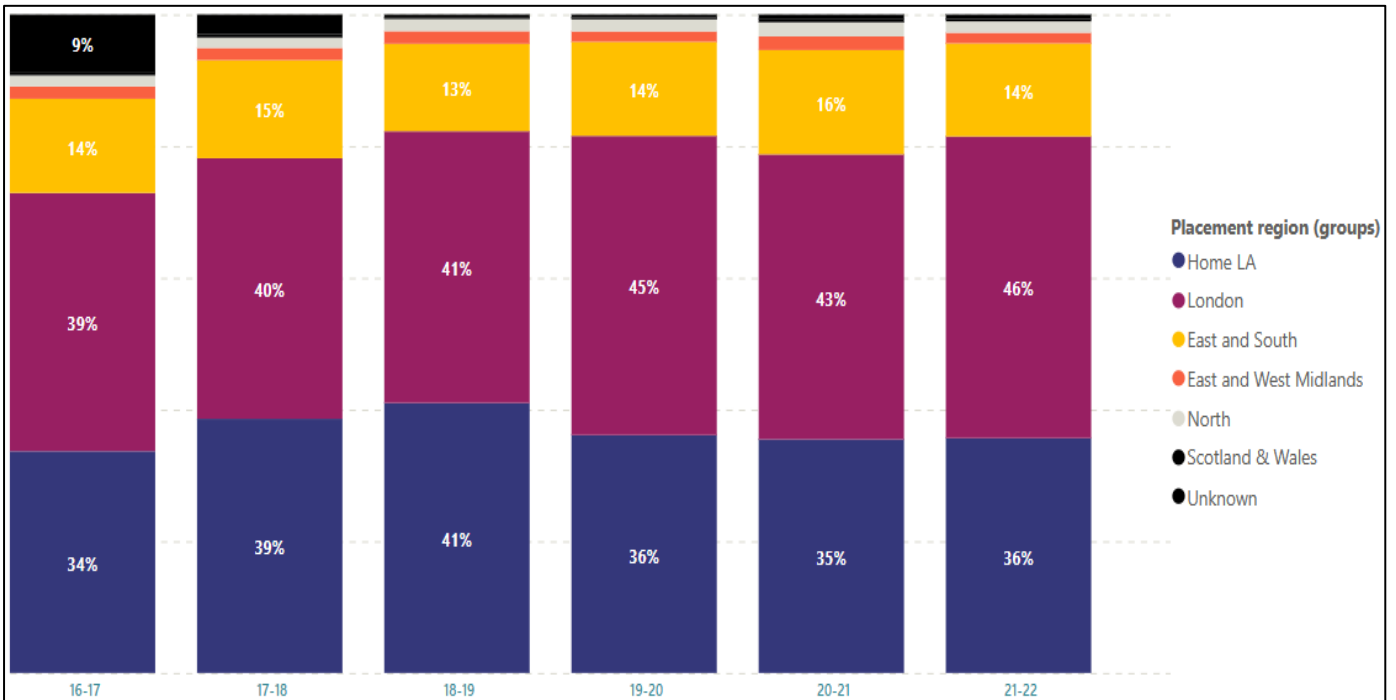


Figure 11b: Geographical Location of Placements made by London authorities 2016-2022



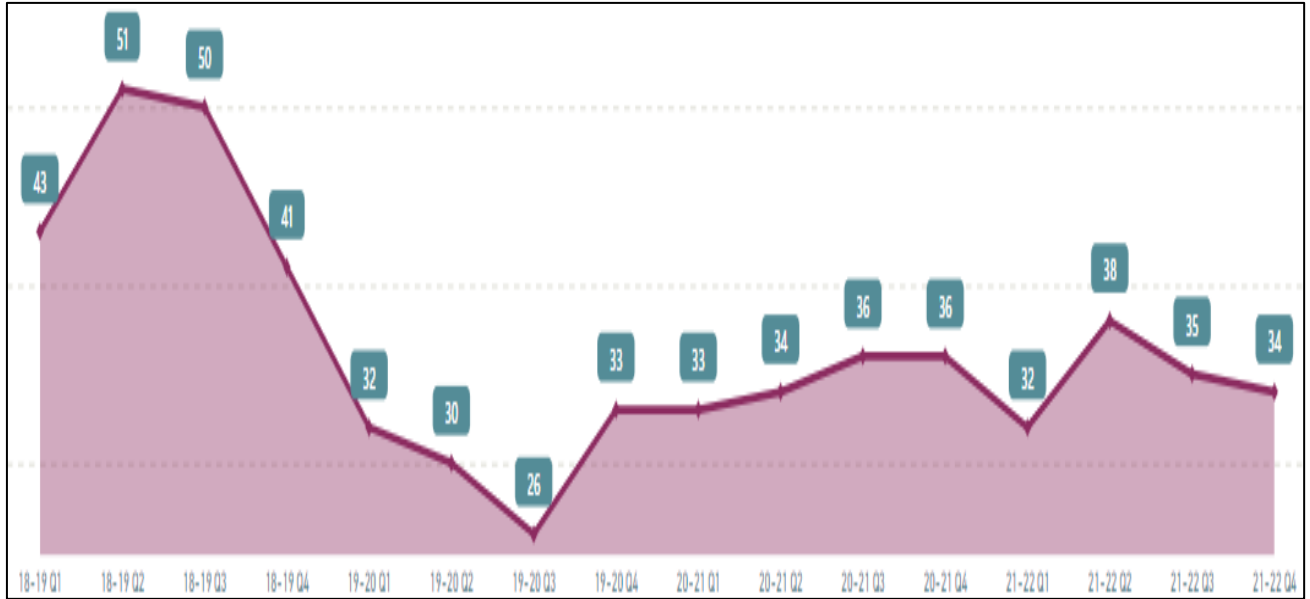
Lack of Residential Secure Provision and Growing Demand for DOLs

There are no Residential Secure Homes in London and as such all young people placed in secure are inevitably separated from their families and support services. On average these young people are placed 192 miles from their local authority⁷. In 2020/21, 61 children from London were placed in out of area Residential Secure Homes. Snapshot

⁷ Pan London Snapshot 2020

data shows (see figure 12) that over the last two years there are approximately 34 London children in secure provision at any one time.

Figure 12a: Number of children in Residential Secure 2018 -2022



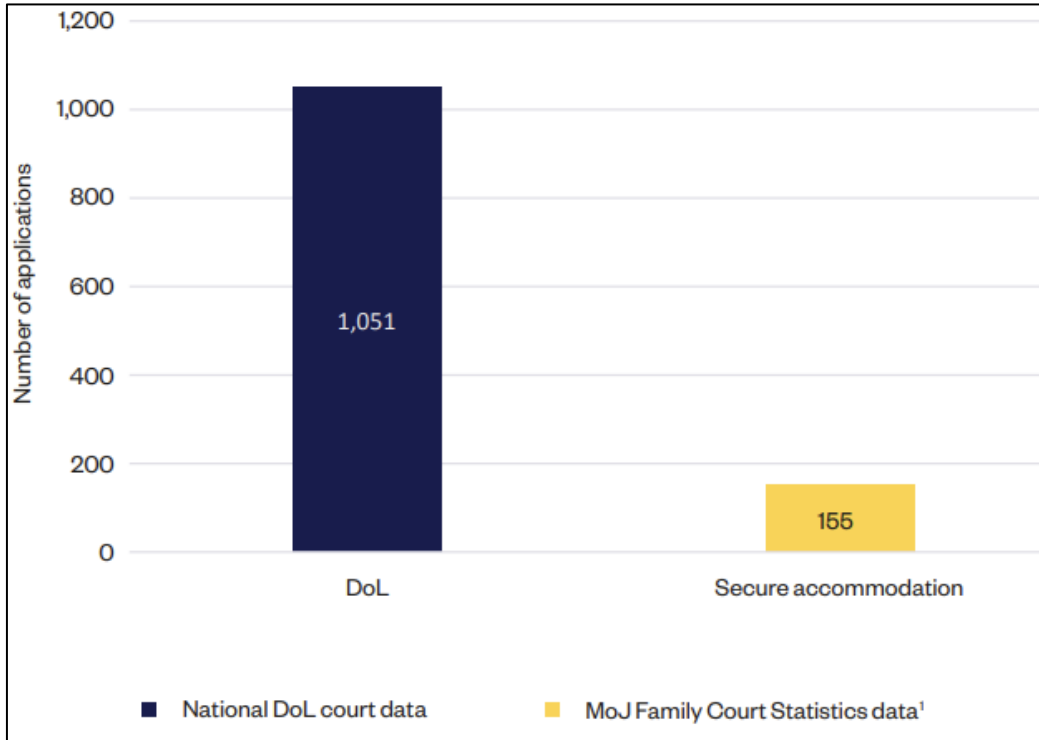
The number of secure placements made by Barnet has remained consistently low. The lack of secure beds available has resulted in Barnet making use of solo placements with intensive wrap around support to manage the complex behaviours of a small group of children.

Given that demand for secure far outweighs supply, the number of London children in secure may not necessarily reflect demand but instead the availability of national provision – which will largely be dependent on which other young people nationally are at the time also requiring support.

To understand demand for Secure Homes, it is important to contextualise this with the increasing demand nationally for Deprivation of Liberty (DOL) orders. Research undertaken by Nuffield (2023) highlights that DOL orders are increasing and now far exceed the number of secure accommodation applications (see Fig 12). A DOL order authorises the deprivation of a child’s liberty in a setting that is not otherwise authorised to do so. As such, it can be assumed a lack of secure provision is one of the key contributing factors to an increase in DOL orders (see Nuffield 2023:11). Accordingly, to understand true demand for residential secure provision this needs to be seen in the context of the number of DOL applications (see fig 9 below).

Over the last three years Barnet has seen a significant increase in the number of children in placements that have DOLs orders. There have been six placements with DOL orders in 2023-24 to date.

Fig 12b: National number of DoL and secure accommodation applications July 2022 to March 2023



Graph taken from Nuffield (2023:9)⁸

Forecasting a stable care population, but increasing numbers of placements

Figures 1 and 2 (above) show that each quarter there are a growing number of placements that are being made by Barnet. However, our snapshot data shows that the number of children who are in care at any one time at the end of each financial year has remained relatively stable. This is shown in figure 13 below.

A stable population of children in care but a growing number of care placements, suggests that there may be an increasing number of short-term care placements and/or children that are in care for a shorter period. This trend is largely the result of UASCs entering care at 17+ and will move to 18+ accommodation relatively quickly from time of entry into care.

There has also been a number of adolescents who have returned home after a short period in care. Ongoing work is taking place to develop intensive support to prevent children from entering into care and to ensure children in Tier 4 units are able to return home on discharge with the necessary package of support.

⁸ Available online [here](#)

Figure 13: Snapshot data showing children in Barnet's Care 2016-23

Year	Children in care on 31 st March
2016-17	343
2017-18	328
2018-19	311
2019-20	327
2020-21	329
2021-22	333
2022-23	332

We have forecast the number of children in care (*using the Monte Carlo analytical method*) and we expect that the total numbers of children in care based on concurrent snapshot data will remain static into 2024/25.

Priority 1: More Children Living Locally

We have made significant progress increasing the number of our children who can be supported to live locally. In 2021/22, 40% of our children in care were able to live within the Borough. While this is a significant improvement on previous years, and above the London average, we know we must continue to do more. Our key priority will therefore be to increase both the number and overall percentage of children in care that live within the boundaries of Barnet.

Placing our children locally enables Barnet children to access the comprehensive support we have in place for them, including specialist mental health services and bespoke support for our UASCs. It also offers a wealth of other benefits such as maintaining local connections, employment opportunities, housing, health and education, friendship, faith, and cultural support. This creates resilience in our young people.

Challenges remain in finding appropriate placements that meet the needs of children and young people with specific vulnerabilities such as autism, and social, emotional, and mental health needs including trauma, exploitation and children with disabilities. This trend has been observed across London, with significant shortfalls in provision within our local provider landscape.

How will we do it?

- 1. Grow local residential provision.** Since April '22, residential provision within Barnet has grown but we know this is still insufficient. We will look to further increase the number of residential homes within the Borough. We have developed a business case to explore creating additional in-house small residential home provision. We will also continue to work with the independent sector, encouraging investment within the Borough.
- 2. Increase utilisation of local residential provision.** While Barnet utilises a greater proportion of local residential capacity than other London authorities, we know a significant proportion of provision (64.88% in 2021/22) is not being used by the authority. We will commit to work to the recommendations set out in the NCB (2022)⁹ research paper, including developing closer working relationships with local providers, and rethinking commissioning approaches to foster growth in local sufficiency that meet the needs of our children in care
- 3. Connected Carers.** We know that children living with connected carers (i.e. friends or family) are very likely to live locally and can provide a loving family environment for our children. Where it is appropriate to do so and provides the best outcomes for our children we will continue to support these placements. Significant progress has already been made and between 2019 and 2022, the percentage of placements increased by 122%.
- 4. Out of area residential placements closer to Barnet.** We know that we have made significant progress keeping children local but that when we do place out of area we typically place a long way from Barnet. For the vast majority of children we will always look to place locally but we know for a small cohort their needs are such that they require specialist out of area provision. For this cohort we will

⁹ [London-Children-London-Lives-Research-into-Under-Utilisation-8.pdf \(liia.london\)](#)

explore how we can develop relationships with specialist out of area providers that are geographically closer to Barnet.

5. **Grow in-house fostering.** We will continue to recruit and train in-house foster carers. We know this will be challenging and that across London the number of in-house foster carers are reducing. To support this work, we have commissioned research which identifies strengths and areas for improvement in our current recruitment and retention and explores opportunities for innovation.
6. **Develop local provision to support parent & child placements:** During 2022/23 Barnet made 22 Parent and Child Placements. Currently Barnet does not have any in house fostering or assessment unit provisions for parent and child placements and that has resulted in the exclusive use of external providers who are situated outside of the geography of Barnet. We will explore ways in which we can increase the number of foster carers who are able to offer care for this cohort, through both recruitment and training.
7. **Continue work with other London authorities to develop provision for young people with the most highly complex needs.** We recognise that there is a need for more provision to support children with highly complex needs. For this cohort it often makes sense to commission provision at a London level. Barnet will continue to work with London to support this cohort. Key projects include:
 - a. **London Accommodation Pathfinder:** We will continue to support this pathfinder project which provides accommodation for children on remand as a practical alternative to custody.
 - b. **Secure Children's Home:** We will continue to support the pan-London project (funded by the Department for Education) to open a new Residential Secure Children's Home in London by 2026.
 - c. **PLV:** We will continue to support the development of the Pan London Vehicle for Complex Children's Commissioning (PLV). This is a risk-sharing vehicle for the commissioning of high-cost low incidence provision in London, including the planned Secure Children's Home. It will be owned by all London authorities.

What will success look like?

- ✓ Further increase the number of residential beds within the Borough.
- ✓ Increased utilisation of local residential provision
- ✓ A reduction in both the number and percentage of children placed in out of area residential care.
- ✓ An increase in the number of children living with in-house foster carers and Connected Carers.
- ✓ Specialist provision within London that can support young people with highly complex needs (including a Residential Secure Home and the London Accommodation Pathfinder).
- ✓ Increased local provision for parent and child assessments to enable more of our children to remain in Borough and access local support.

Priority 2: More Children Living in Families

For the majority of our children in care, the best place for them to live is in a loving family environment. Over the last twelve months we have made progress with the percentage of children living within families increasing to 71% but we know there is more for us to do.

How will we do it?

- 1. Connected Carers.** We know that many children will benefit from living with a family which is already part of their family network. Since 2019, the percentage of Connected Carer placements has increased by 122%. We will continue to prioritise these arrangements wherever possible.
- 2. Support to families.** We will further develop our out of hours service that responds to families at risk of breakdown and provide mediation, interventions and activities based on assessed needs to keep children at home where safe and possible to do so.
- 3. Support to children and families at the edge of care.** We will continue to commission and facilitate Family Group Conferences, Family Network Meeting and multidisciplinary creative solution forums which develop plans for children at the edge of care, supporting children to stay at home wherever this is possible and to plan transitions back to family, where it is safe to do so.
- 4. Continued investment in our Specialist Autism Service.** We will continue investment in our autism service, providing children and families with the multidisciplinary support they need to help children live at home.
- 5. Grow in-house fostering.** We will continue to recruit and train in-house foster carers. We know this will be challenging and that across London the number of in-house foster carers are reducing. To support this work, we will commission research which identifies strengths and areas for improvement in our current recruitment and retention and explores opportunities for innovation.
- 6. Supported Lodgings.** We will increase the number of supported lodgings carers in the Borough, with a focus on growing our new in-house service. This will provide family options for young people in supported accommodation.

What will success look like?

- ✓ An increase in the number of children living with in-house foster carers/connected carers.
- ✓ Maintain our investment in edge of care services so that more children can be supported to live with their families.
- ✓ More young people matched to supported lodgings carers in the Borough

Priority 3: Sufficiency of High-Quality Supported Accommodation

We consistently support 20% our children in supported accommodation and we anticipate that demand will continue. Historically, this sector has been unregulated but from October 2023 it has been overseen by Ofsted. While registration should raise standards it may have unintended consequences, including a reduction in supply and increased costs (see Newton: 2023)¹⁰. We will ensure that there continues to be a sufficiency of high quality and local provision which meets the needs of our young people.

How will we do it?

Deepen our understanding of the sector. Regulation by Ofsted will significantly increase the availability of data which will enable us to develop a more comprehensive understanding of supply. Building on existing pan-London analytical tools, we will use this data to monitor sufficiency and underpin more evidence-based commissioning practice.

Supported Accommodation Commissioning Plan Building on the availability of more data about this market, we will develop a specific Supported Accommodation Commissioning plan to share with our providers. It is anticipated this could include activity to inform our providers on what we need more of and our requirements in line with the new regulations; support established supported accommodation providers to develop residential children's homes and deliver both sufficiency and value for money through local block contracting arrangements.

Partnership. We will work with local supported accommodation providers, helping them to raise their quality, in line with the regulations and in accordance with the needs of our children, ensuring young people are supported to develop the skills to thrive and go on to live independently.

Quality Assurance. It is important that we continue to quality assure all supported accommodation provision, but we recognise our approach will need to be updated to reflect the new role of Ofsted. Working with Ofsted, providers, the Commissioning Alliance and other local authority partners we will develop a proportionate and complementary approach to quality assurance.

What will success look like?

- ✓ Maintain the sufficiency of supported accommodation provision within Barnet to ensure better placement choice
- ✓ All provision supporting our children is regulated, with the accommodation quality assured
- ✓ Close working relationships with local supported accommodation providers, supporting them with continuous improvement.
- ✓ Our young people feel confident in their independent living skills and equipped to move on to greater independence.

¹⁰ Newton (2023), *Demand and Capacity of Homes for Children in Care* [online] [Newton-Demand-and-Capacity-of-Homes-for-Children-in-Care.pdf](https://www.countycouncilsnetwork.org.uk/Newton-Demand-and-Capacity-of-Homes-for-Children-in-Care.pdf) ([countycouncilsnetwork.org.uk](https://www.countycouncilsnetwork.org.uk))

Priority 4: Partnership

We recognise that the challenges faced by local authorities trying to secure a sufficiency of high-quality care provision are significant. This is highlighted in recent national reports, including: the Children's Social Care Market Study (Competition and Marketing Authority 2022)¹¹ and the Independent Review of Children's Social Care (MacAlister 2022)¹². This challenge is exacerbated by increasing cost pressures for local authorities. In 2021/22, local authorities spent £11.9bn nationally on children services, with 137 local authorities (91%) reporting that they were overbudget¹³.

We will further develop the positive working relationships between our placements team, Commissioning and placement providers with the objective of improving their capacity for providing placements for our young people with significant vulnerabilities and complex needs.

We work proactively on a sub regional and pan London level to influence and shape the provider landscape at scale. By working together, we believe we are more likely to be able to deliver a sufficiency of provision, especially for meeting the needs of our children with highly complex needs; share expertise and best practice; and also share the costs of investment and any financial risks associated with creating new provision.

We will prioritise working together to commission high cost; low incidence provision, namely: therapeutic placements, trauma-informed support, child centred positive behaviour support, solo and small provisions that include multidisciplinary wrap around support.

How will we do it?

We will continue to work with London to develop the following services:

- 1) London Accommodation Pathfinder:** Support continuation and extension of this pathfinder, acting as a practical alternative to custody.
- 2) Pan London Autism and Mental Health project (ASC SEMH) :** which focuses on the needs of children with high needs Autism and Mental Health who are at risk of hospital admission/ re-admission.
- 3) Secure Children's Home:** Support the development of this project to open a new Residential Secure Children's Home in London by 2026.
- 4) Pan London Vehicle:** We will continue to support the development of this Pan London risk-sharing vehicle for the commissioning of high-cost low incidence provision in London.
- 5) Pan London Framework for Residential Assessment Centres.** We support the development of the pan-London procurement Framework for Residential Assessment Centres and plan to commission all our residential assessments through this procurement.

¹¹ [Children's social care market study final report - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/107111/childrens-social-care-market-study-final-report-2022.pdf)

¹² MacAlister, J (2022). *The Independent Review of Children's Social Care*. Department for Education. Available [here](#)

¹³ Section 251 Financial Return to the Department for Education 2021/22

6) Dynamic Sufficiency Tool. We will continue to support the development of this innovative pan-London analytics tool.

What will success look like?

- ✓ Barnet will continue to be a key partner, supporting an effective regional commissioning function which delivers projects that require scale to be effective.
- ✓ Specialist provision is established within London, supporting young people with highly complex needs. This will include a Residential Secure Home and the further development of the London Accommodation Pathfinder project.
- ✓ Barnet will deliver value for money by working in partnership with other local authorities (i.e. shared investment cost and sharing any financial risks associated with large scale invest-to-save development projects).

Priority 5: Data and insight

For a Sufficiency Strategy and subsequent commissioning activity to be effective, it needs to be informed by a robust evidence based. Data is essential to ensure we understand:

- 1) Current need and future trends in demand
- 2) Supply and the extent to which it meets the need of current/future demand
- 3) The impact of our intervention and progress we are making against our strategy
- 4) What additional activity is required by us to inform our commissioning activity

Building on well-established analytical tools that have been developed collectively by London local authorities, we will continue to champion the importance of data and commit to developing commissioning strategies which are targeted and evidence-based to deliver the best possible outcomes for children.

How will we do it?

Pan London Investment: We will continue to work with other local authorities in London, sharing the costs of investment in analytics. Through this partnership we plan to extend our analytical tools to deepen our understanding of the supported accommodation sector (utilising the data which will now be provided by Ofsted) as well as data on usage of Deprivation of Liberty Orders (DOLs)

Supported Accommodation Insight: Building on the recommendations of Newton (2023), we will closely monitor the sufficiency of local Supported Accommodation throughout 2024, given the heightened risk of unplanned market exit following regulation. If there are emerging pressures with sufficiency, we will ensure we act swiftly to address issues and ensure a sufficiency of provision.

Publish Data to support care planning in local market: A key aspect of effective market shaping is '*providing accurate and credible signals of the likely and future needs of children to existing and potential providers*' (CMA 2022)¹⁴. Barnet holds a significant amount of data about our current and future demands. We commit to publish data to support our local care providers to plan their services to meet our needs.

Forecasting: Working with pan-London we will build a forecasting model into our shared analytical tools to help us better understand future need at both a local and regional level.

What will success look like?

- ✓ Barnet will publish an online Market Position Statement, which provides current and prospective suppliers with information about current and future demand.
- ✓ Deepen our understanding of the local supported accommodation market.
- ✓ Pan-London data function which provides increasing level of insight to support local and regional Commissioning practice. This will include, but is not limited to, new insight on (i) use of Deprivation of Liberty Orders and (ii) the newly regulated supported accommodation market.

¹⁴ [Children's social care study - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/research-data-and-analysis/publications/childrens-social-care-study)

Priority 6: The Voice of Children

We know that in order for us to develop provision that meets the needs of our children, we need to ensure that we engage with our young people and take their views into account in our commissioning practice.

How will we do it?

My Say Matters. As detailed in our *My Say Matters: Barnet Child Participation & Family Involvement Strategy 2022-25*¹⁵, we have a well-established Children in Care Council and a range of approaches to involve children and young people so they can tell us what they think, help us make decisions, and shape our services. We will continue to invest in this important work as set out in this strategy document.

Recommission Bright Spots Survey. In 2021 we commissioned the Bright Spots Survey, in partnership with Coram Voice and the Rees Centre, to help us better understand the lived experience of children in care and care leavers. We commit to recommissioning this survey during the period of this Sufficiency Strategy. This will help us to further understand the lived experiences of our children and young people. Repeating the survey will also enable us to assess how views have changed over time and help us to determine what we doing well and what we could do better.

Young Commissioners. We are proud of our new Young Commissioner's programme¹⁶. We will continue to invest in it and explore how the role can be expanded, including the role of this group in helping us to quality assure supported accommodation provision.

What will success look like?

- ✓ The views and lived experience of our children and young people informs our practice.
- ✓ Our children and young people in care feel like their views matter and that we listen to them.
- ✓ Our practitioners and providers know what matters most to our young people and how we get things right.
- ✓ Quantitative and qualitative data which helps us understand what we are doing well, how we compare to other regions and what we could be doing even better.

¹⁵ Available online [here](#)

¹⁶ Further information available online [here](#)

Annex 1: Pan-London Collaboration

Regional Commissioning Projects

The below are a list of the key Children’s Commissioning projects that are being led through the pan-London Placement Commissioning Panel.

London Accommodation Pathfinder	London Accommodation Pathfinders have open in the North and East sub-regions of London, delivering 12 Supported Accommodation beds for children on remand across 13 local authorities. This innovative solution provides a practical alternative to custody. Plans are in progress to explore further expansion of the project across London.
Secure Children’s Home	Project to open a Secure Children’s Home in London by 2026. This project is being funded by the Department for Education.
Residential Parenting Assessments	A Pan-London procurement framework to support local authorities across London to procure Residential Parenting Assessments. Option for London to call-off a subsequent block contract.
ASD SEMH	The focus of this project is on the needs of children with high needs Autism and Mental Health who are at risk of hospital admission/ re-admission.

Pan-London Research Projects

A summary of published pan-London projects, which inform the work of the pan-London Commissioning Panel:

Review of Sufficiency Strategies in London Suh & Holmes (2020)	A review of London local authority sufficiency strategies undertaken by the Rees Centre at Oxford University. This study sought to provide a summary of existing placement sufficiency and sustainability initiatives across the capital, with recommendations to inform the development of a new approach, focusing on high-cost low-incidence placements.
Demand and capacity for Homes for Children in Care Newton (2023)	Research which considered the impact of forthcoming regulation on the Supported Accommodation market. The recommendation was made that local authorities should undertake further work to understand the drivers for increasing demand. The research also identified a significant cohort of young people whose needs would be better served in independent housing and recommended action to address this to deliver better outcomes and reduce cost.
London children, London Lives: Understanding under-utilisation of London’s residential provision by London children NCB (2022)	This research reinforced some of the key findings of the Complex Adolescents research, focusing on high numbers of out of area placements and limited utilisation of local provision. The paper considered some of the commissioning and social work practices that may contribute to out of area placements and put forward recommendations to increase utilisation of local residential provision.

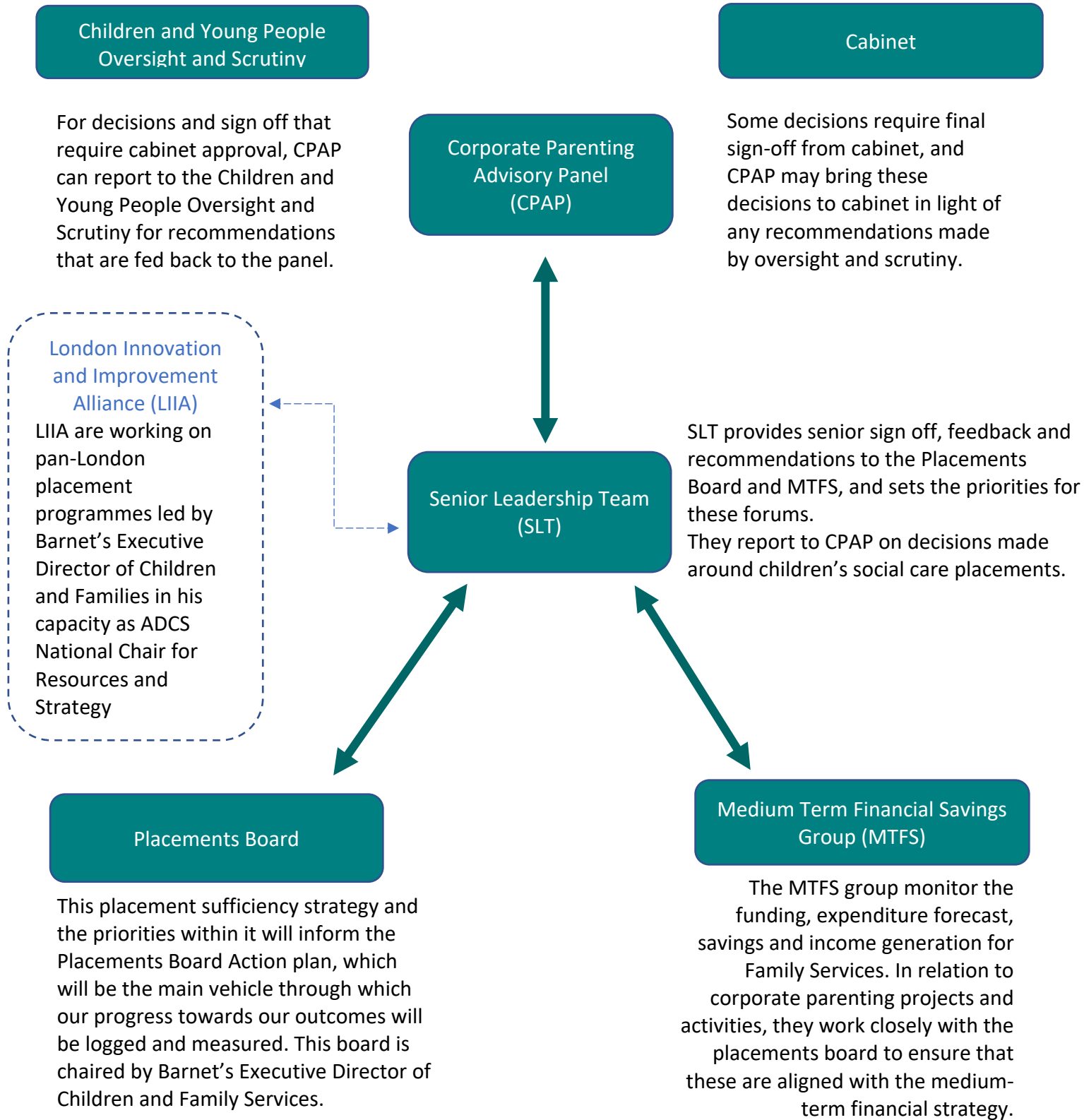
Collaborative
Commissioning,
Creative Support

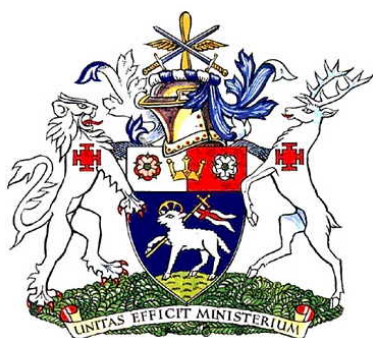
NCB (2022)

Project sought to better understand the needs of and provision for children and young people with Autism, a Learning Disability and/or Social, Emotional and Mental Health (SEMH) who are also Looked After Children or at risk of significant family breakdown and/or unplanned hospital admission. It is particularly pertinent considering the financial challenges that high-cost low incidence (HCLI) needs are creating for local authorities.

A key recommendation was the need to develop a comprehensive data dashboard containing data across education, health and care to underpin development of regional and ICS level strategy across London.

Annex 2. Governance



Cabinet

Title	Borough of Sanctuary Strategy
Date of meeting	12 December 2023
Report of	Councillor Zahra Beg, Cabinet Member for Equalities, Voluntary and Community Sector
Wards	All
Status	Public
Key	Non-key
Urgent	No
Appendices	Appendix A – Borough of Sanctuary Strategy
Lead Officer	Chris Munday – Executive Director, Children’s Services
Officer Contact Details	Hal Khanom – Head of Strategy and Community Participation Gemma Carmichael – Corporate Strategy Manager

Summary

In January 2023, the council passed a motion to become a Borough of Sanctuary in recognition of the work that the local authority, residents, and partners have done to support and welcome refugees and asylum seekers in Barnet. As part of our journey to becoming a Borough of Sanctuary, officers have worked with sanctuary seekers and partners to develop a Borough of Sanctuary strategy which outlines Barnet’s vision of welcome for refugees and asylum seekers. This report provides an update on the work that the council continues to do to welcome, resettle and support sanctuary seekers and an overview of our Borough of Sanctuary strategy.

Recommendations

1. That Cabinet approves the Borough of Sanctuary strategy
2. That Cabinet approves that work continue to develop a Borough of Sanctuary application for submission in the upcoming year

1. Reasons for the Recommendations

1.1 Introduction

- 1.1.1 In recent years, local authorities across the country have seen an increase in the number of those fleeing forced displacement and seeking to find refuge and asylum in the UK. This has been true of Barnet where we have seen a high number of Ukrainians, Afghans, Hong Kongers, and asylum seekers being resettled and accommodated in the borough.
- 1.1.2 Since 2021, the council has overseen the resettlement of 64 Afghans through the Afghan Resettlement Scheme and supported them with access to key services such as housing, employment, ESOL and education. The council continues to work closely with the Home Office to support the resettlement of additional families leaving the Afghan bridging hotels. Alongside this, over the last 18 months the Homes for Ukraine team have welcomed 1,532 Ukrainians and have implemented a diverse package of support to facilitate this, including one-on-one support, employment advice and mental health support.
- 1.1.3 There are currently five hotels in Barnet being used by the Home Office to accommodate over 1,600 asylum seekers. Since 2020, the council has commissioned two local voluntary organisations, New Citizens Gateway and Persian Advice Bureau, to provide support to those residents within the hotels. This support includes ESOL classes, advice with asylum applications, support with school admissions and accessing healthcare, among other things. In addition to this, the council has put in place specialist Early Help provision and health visiting services for families and children in the hotels as well as a comprehensive package of Public Health initiatives. The council is also responsible for overseeing the care of a number of Unaccompanied Asylum Seeking Children and Family Services have implemented measures to enable this. This has included recruiting foster carers from a diverse range of backgrounds and offering a variety of emotional and physical well-being provision.
- 1.1.4 As of the 2021 census, Barnet had a Chinese population of 9,343 and is home to one of the largest Chinese populations of any London Borough along with one of the highest rates of Cantonese speakers in the UK. Since the implementation of the Hong Kong BN(0) visa scheme, the council has worked closely with partners to support newcomers. This has included a series of welcome parties, ESOL classes delivered in partnership with Barnet and Southgate College as well as securing £30,000 in grant funding from the GLA to deliver a 6-month project aimed at improving the health and wellbeing of Hong Kongers in Barnet.
- 1.1.5 In June 2023, Barnet Council marked Refugee Week for the first time and worked closely with the VCFS and residents to celebrate the chosen theme of 'compassion'. Throughout the week, the council amplified the work of City of Sanctuary UK as well as that of local organisations, such as New Citizens Gateway, through internal and external communications. Internal communications included a guest Chief Executive message from a Barnet Council employee of a refugee background and an appeal for a toy donation for one of the asylum hotels in Barnet. The council also held its first Refugee Week celebration in partnership with local voluntary organisations which brought together refugees and asylum seekers in Barnet for a celebratory afternoon event where there were speeches given on the topic of sanctuary, cultural performances and activities as well as cultural food.
- 1.1.6 The support made available to refugees and asylum seekers from the local authority has enabled those who have moved to the borough to have access to a range of vital services, including housing, employment and ESOL. However, the increasing number of new arrivals has brought with it challenges for local services who have sought to mobilise to respond to the unique needs of those moving into the borough and balancing the provision of services with the needs of long-term Barnet residents. In light of continual new arrivals, along with ongoing and emerging international events, Barnet Council must be prepared to respond effectively and at pace to further pressures and challenges that may arise with respect to increased numbers of people

seeking sanctuary. This includes ensuring specialist provision is available where necessary as well as working to make sure that those moving into the borough and receiving communities have opportunities to build relationships.

- 1.1.7 In recognition of the long history that Barne has of welcoming those fleeing displacement, in January 2023 the council passed a full motion to become a Borough of Sanctuary. Borough of Sanctuary is an accreditation awarded by City of Sanctuary UK to organisations who go above and beyond to welcome those fleeing forced displacement. City of Sanctuary UK is an umbrella organisation whose mission is to provide coordination and development support for networks of organisations supporting people seeking sanctuary. City of Sanctuary UK focuses its efforts on supporting organisations to welcome new arrivals, challenging harmful policy and creating opportunities for relationship building between sanctuary seekers and receiving communities.
- 1.1.8 Since the motion to become a Borough of Sanctuary was passed, in addition to the ongoing delivery of services for refugees and asylum seekers, the council joined the City of Sanctuary Local Authority Network and has engaged with refugees and asylum seekers on developing the Borough of Sanctuary Strategy.
- 1.1.9 Our Plan for Barnet 2023-26 outlines our commitment to fighting inequalities and improving life chances, ensuring that nobody is held back. It outlines the activities that we will undertake to create a place where people feel they belong, are respected, and accepted and can share their cultures. Our Resident Perception Surveys show that this is already true for many of our communities where most people say that in their local area people from different backgrounds get along well. The Borough of Sanctuary strategy extends this commitment to Barnet's current, and future, sanctuary seekers. It sets out our vision for Barnet to sustain a community and environment where every sanctuary seeker feels valued and supported. We want Barnet to continue to be a place where people can find safety from persecution and war and have access to the tools that they need to rebuild their lives.
- 1.1.10 The strategy, developed in partnership with colleagues across the council as well as a collective of refugees and asylum seekers, defines strategy as a place of protection and safety and a non-judgemental environment where prejudice is actively challenged and a positive vision of welcome is promoted. It commits the organisation to embodying the values of City of Sanctuary UK in respect to our work with asylum seekers and refugees. These are: inclusiveness, openness, participation, inspiring and integrity.
- 1.1.11 The feedback received through engagement with sanctuary seekers, along with that of colleagues, partners and City of Sanctuary UK, was used to develop four strategic priorities to underpin the work that the council does with respect to sanctuary seekers. These priorities are:
- **Inclusivity**
We foster a welcoming environment to everyone living in Barnet. All people in Barnet are supported to feel they belong, regardless of the circumstances which brought them to Barnet or how long they have lived here, creating a sanctuary of inclusivity. There are opportunities for relationship building between people living in established communities and people seeking sanctuary.
 - **Community Spirit**
- We promote a culture of celebrating diversity and unity in the community. The diversity of people seeking sanctuary in Barnet is celebrated and the voices of sanctuary seekers are amplified. The council works effectively with partners to collaborate on common cause issues.
 - **Empowerment**
We encourage personal growth and wellbeing. Sanctuary seekers are supported to access the resources and services open to them to create the safety net to rebuild their lives, as well as

the tools to make a significant contribution to Barnet life. Hate crime and prejudice are challenged and addressed in all forms.

- **Active listening**

We cultivate sanctuary through active listening. Sanctuary seekers are a valuable part of decision-making processes and the council proactively engages with refugees and asylum seekers to understand their needs, concerns, and the challenges they face. The council will listen attentively to the stories, journeys and experiences of individuals seeking sanctuary, creating spaces for them to share their needs, strengths and aspirations.

1.1.12 The Borough of Sanctuary strategy details how the council will continue to work with partners and the voluntary sector to respond to the needs of sanctuary seekers and to understand the unique needs and experiences of new and existing arrivals. Through the Asylum Seeker Strategy Group, the Borough of Sanctuary Network and the implementation of a steering group, the council will continue to work closely with key partners to deliver new and ongoing initiatives and use them as a platform by which the council can engage meaningfully with sanctuary seekers.

1.1.13 The approved Borough of Sanctuary strategy will guide our approach to working with sanctuary seekers across all service areas and will be used as the baseline for the development of an organisation-wide action plan. This will be used to ensure that in the delivery of council services, the needs of asylum seekers, refugees and migrant will be taken into account and efforts will be taken to consult and engage with a diverse range of groups on a variety of issues.

2. Alternative Options Considered and Not Recommended

2.1 Do nothing - the number of asylum seekers and refugees in Barnet has risen over the last three years and it is likely that this may continue. To do nothing would be to exclude from the council's vision a growing and diverse cohort of people who have unique and complex needs that may otherwise not be understood

3. Post Decision Implementation

3.1 The council will develop and submit an application to become a Borough of Sanctuary

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

4.1 This paper sets out steps to be taken by the council in line with its Tackling Inequalities workstream and Barnet Corporate Plan 2023-2026.

Corporate Performance / Outcome Measures

4.2 Performance related to the delivery of services for refugees and asylum seekers is monitored within directorates according to specific internal controls. Other measures include regular reporting through the Tackling the Gaps group and the Borough of Sanctuary Steering Group.

4.3 In addition to this, quarterly updates will be given for include in the Outcomes Framework with respect to the progress under the Borough of Sanctuary workstream and accreditation.

Sustainability

4.4 The proposal set out in this report has no direct impact on the council's sustainability strategy.

Corporate Parenting

4.5 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. The outcomes and priorities in the refreshed Corporate Plan, 'Our Plan for Barnet', 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. This includes the Unaccompanied Asylum Seeking Children who are looked after by the council.

- 4.6 The Government's Care Leavers' Strategy sets out seven principles that local authorities must have regard to when exercising their functions in relation to looked after children and young people:
- To act in the best interests, and promote the physical and mental health and well-being, of those children and young people
 - To encourage those children and young people to express their views, wishes and feelings
 - To take into account the views, wishes and feelings of those children and young people
 - To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners
 - To promote high aspirations, and seek to secure the best outcomes, for those children and young people
 - For those children and young people to be safe, and for stability in their home lives, relationships and education or work
 - To prepare those children and young people for adulthood and independent living

Risk Management

- 4.7 Effective management of risk is an integral part of asset management and the Council's Risk Management Framework has established strategic and departmental risk registers.
- 4.8 There are several strategic risks that are regularly monitored and updated by the risk champion and reported to the relevant team at the council associated with refugee and asylum seeker work. The proposals within this report will not impact these risks or the monitoring of them and may act as controls and mitigations to tolerate such risks.

Insight

- 4.9 A diverse range of data was used to inform the development of this strategy. This includes Home Office Data, along with that used across service areas including Barnet Homes and Public Health. The data shows an increasing number of refugees and asylum seekers moving to Barnet in recent years and an increasing pressure on local services as a result of this.
- 4.10 In September 2022, Public Health commissioned a Migrant Health Needs Assessment which identified vast health inequalities between migrants and long-term residents. This assessment has been used to develop the Public Health Asylum Action Plan and has been used to inform the development of this strategy and the strategic priorities.
- 4.11 In March 2023, a series of workshops were held with refugees and asylum seekers, including children, to gain insight into their experiences of seeking asylum in Barnet. These workshops demonstrated that many found Barnet to be a place that has welcomed them and where they have been able to find safety and protection. It also
- 4.12 Throughout 2023, a number of workshops have been carried out with colleagues from across service areas within the council to further develop this strategy and the priorities highlighted within.

Social Value

- 4.13 The proposals within this report have no direct implications on social value but should any further procurement of services occur, social value will be considered within those contracts in line with the new social value policy.

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

5.1 There are no additional cost implications with respect to approval of the Borough of Sanctuary strategy, however there may be additional activities that the council chooses to undertake with within service areas that come under the Borough of Sanctuary workstream. There is an annual fee of £550 to be an accredited Borough of Sanctuary. This would be resourced through existing funding received by central government for the refugee resettlement schemes and asylum support. This funding is currently used to oversee the delivery of the Homes for Ukraine Scheme, the Afghan Resettlement Scheme and the Asylum Seeker outreach support.

6. Legal Implications and Constitution References

6.1 Under the Council's Constitution, Part 2D the terms of reference states that Cabinet is responsible for the following functions:

- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council;
- Monitoring the implementation of the budget and financial strategy;
- Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the Council's Policy Framework and implementing those approved by Council;
- Approving policies that are not part of the policy framework;
- Management of the Council's Capital Programme.

7. Consultation

7.1 This strategy has been developed in partnership with sanctuary-seekers from a wide range of backgrounds and ages in Barnet, colleagues from City of Sanctuary UK as well as an internal steering group consisting of representatives from different service areas who work with and support asylum seekers.

8. Equalities and Diversity

8.1 Decision makers should have due regard to the public sector equality duty in making their decisions. The 2010 Equality Act outlines the provisions of the Public-Sector Equalities Duty which Page 11 of 12 requires Public Bodies to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- Advance equality of opportunity between people from different groups
- Foster good relations between people from different backgrounds

8.2 The Borough of Sanctuary Strategy is an important piece of work with respect to the council's work to tackling inequalities and its commitment to welcoming those of a diverse range of backgrounds. Equalities and diversity considerations are key to the work that the council does to support sanctuary seekers and the Borough of Sanctuary strategy. The council acknowledges the unique challenges faced by sanctuary seekers and the way in which our approach must be sensitive to the protected characteristics of those seeking sanctuary in Barnet, including age, disability, race and ethnicity, faith or believe, sex, gender reassignment, language, maternity / parental status, and sexual orientation.

9. Background Papers

9.1 [Our Plan for Barnet 2023-2026](#)

9.2 [Community Leadership and Libraries Committee February 2023](#)

9.3 [Full Council January 2023](#)

9.4 [Migrant Health Needs Assessment](#)

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BOROUGH OF SANCTUARY STRATEGY

2023 – 2026

As we embark on this journey outlined in the Borough of Sanctuary strategy, I am filled with immense pride and hope for the future of our community to work together in partnership to make Barnet a place of welcome for all those seeking sanctuary.

In January 2023, this vision became a reality as the motion was passed by the full Council, which was a momentous occasion that underscored our shared commitment to compassion, kindness, and inclusivity.

Barnet has a proud history of welcoming those seeking sanctuary over the years and hoping to build a better life. This achievement did not come without its challenges for our borough. We recognise the complexities and hardships faced by those who have sought sanctuary within our borders fleeing forced displacements. Yet it is precisely these challenges that have fuelled our determination to create a community that embraces diversity and offers unwavering support to all.

Our residents, partners, the voluntary, community and faith sectors have displayed great compassion and kindness, going above and beyond to welcome refugees and asylum seekers into their homes and our community. As we have welcomed those fleeing forced displacement, our borough has been enhanced by the contribution of sanctuary seekers and it is truly a privilege to share our home with them.

Our aspiration is for this borough to be a beacon of compassion where every resident, regardless of their background or origin, feels a sense of belonging. This strategy is a testament to our belief in the power of community, empathy and collaboration. It calls upon all of us, from the Council to voluntary organisations to residents, to stand together in solidarity, understanding and kindness and weave a tapestry that celebrates the richness of our diverse community. Through this strategy we reaffirm our commitment to the values of equity, inclusion and social justice.

I extend my deepest gratitude to everyone who has contributed to this vision and I am excited about the positive impact we will undoubtedly achieve through this Borough of Sanctuary Strategy.

Cllr Zahra Beg

Cabinet Member for Equalities, Voluntary & Community Sector



Contents

Introduction	10
Sanctuary in Barnet	11
The context we work in	13
Borough of Sanctuary Network	14
How we work in partnership	15
A participatory approach	16
Strategic Priorities	16
Appendix A	18

Introduction

Our Plan for Barnet 2023-2026 sets out our vision to be a council that cares for "Our People, Our Places, and the Planet" along with a firm commitment to Tackling Inequalities. We want everyone in Barnet to have a good quality of life with equitable access to education, employment, housing, social connection, and community. The Barnet Safer Communities Safety Strategy aims to increase the engagement with community-based groups at a neighbourhood level, building a resilient network of voluntary and community organisations that have increased awareness of preventing crime and securing access to justice for those affected by hate crime. Our vision is a thriving Barnet where people from different economic and social backgrounds, ethnicities, faiths, sexual orientations and generations can live, work, learn and socialise together. This means everyone recognising their shared rights and responsibilities for making a valuable contribution to a fairer and more equitable Barnet. We want Barnet to be a place where everyone can get along and fully participate in the opportunities available to them, regardless of whether they are in the borough for a few months or are placing their roots down for the long-term future.

We want to go beyond just providing shelter to those seeking safety, to providing sanctuary. By sanctuary, we mean supporting people with the opportunities, interactions and skills to rebuild their own lives and actively participate in civic life. The Council and partners are committed to supporting people with the tools to thrive as valued members of Barnet's communities, rather than just to survive. People who have arrived in Barnet seeking safety (we use the term 'people seeking sanctuary'), are most often migrants and refugees, but also can include those who have experienced forced migration through modern slavery and other traumatic circumstances.

As communities rapidly change and inequalities deepen, the responsibility to support social integration is a matter for everyone, as it involves and benefits us all. The social integration of new and emerging communities is an important element of community cohesion. It is everybody's responsibility to support the rights, needs and social integration of people seeking sanctuary from day one. In Barnet, we want people in the borough seeking sanctuary to be able to access well-coordinated services, regardless of the circumstances that brought them to Barnet.

Multiple agents are heavily involved in this work including the voluntary and third sector, housing providers and dedicated refugee and asylum service specialists, amongst which the Council is one partner. All work with our partners towards a Borough of Sanctuary builds strength in relationships, participation, and equality (the three core themes of social integration from Mayor of London's Social Integration Strategy 2018), through the lens of the experiences of people seeking sanctuary in Barnet.

In Barnet we place value in the things that bind people and places together, which is relevant to everything from community development, education and life-long learning, health and wellbeing, culture and leisure, to local economies and the built environment. This strategy sets out a strengthened partnership framework to support people seeking sanctuary across all areas. It will improve the co-ordination for the delivery of

services aimed at supporting our sanctuary-seekers. It will mean that there is dedicated commitment to keep the needs of our sanctuary-seekers at the centre of all work that that affects them, and that we will maintain a focus on improving their experiences of living in this borough.

This strategy will support building the conditions for cohesion in the community by supporting new communities who are most at risk of harm, providing environments where people of different backgrounds can build positive relationships, and by creating a sense of belonging to those who make the borough their home.

Sanctuary in Barnet

In January 2023, Barnet Council passed a motion to become a Borough of Sanctuary. This motion highlighted the work that the council and partners have contributed to welcoming those seeking sanctuary and committed the council to working alongside City of Sanctuary UK to encourage inclusivity, solidarity, and compassion to people from a forced displacement background. Barnet Council is now an active member of the City of Sanctuary Local Authority Network and is working alongside partners to achieve Borough of Sanctuary status.

Barnet has a long history of providing sanctuary to those fleeing persecution and welcoming those who have settled from a diverse range of backgrounds. Barnet today is a diverse borough of thriving communities that include a range of settled migrant populations, with notable representation from Romanian, Iranian, Indian, and Chinese backgrounds among others. This diversity strengthens our borough and its rich cultural identity. A substantial majority of Barnet residents say their local area is a place where people from different backgrounds get on well together. Over a number of years, the council has worked in partnership with statutory partners and the voluntary, community and faith sector to support those in Barnet seeking refuge. This has included the delivery of a range of services including education, housing and health care.

In 2017, Barnet Council made a public commitment to resettle 50 Syrians through the Vulnerable Persons Resettlement Scheme and by 2020, the council had met this commitment. Throughout the duration of the scheme, the local authority provided support with securing housing, school places and employment along with significant support from the voluntary sector. Following the completion of this scheme, in January 2023 the council made a commitment to utilise the funding received to cover the cost of citizenship for those resettled in Barnet on this scheme. This initiative continues to run as families become eligible to make an application for citizenship. Following the success of this scheme, the council made a further commitment to resettle 50 Afghans through the Afghan Resettlement Scheme and in 2023 this pledge was exceeded. Barnet Homes continues to support those on the Afghan Resettlement Scheme to settle in Barnet.

The council has also effectively overseen the resettlement of Ukrainians through the Homes for Ukraine Scheme. Barnet's dedicated Homes for Ukraine Team has, to date, resettled the highest number of Ukrainians of any London Borough and has had great success in delivering this scheme. This has included delivering a range of initiatives to support Ukrainians with housing, employment, education, and mental health support. It also includes celebrating important cultural events such as Ukrainian Independence Day.

Case Study: Eurovision Celebration

In June 2023, the Homes for Ukraine Team, in collaboration with the Artsdepot, hosted a Eurovision 2023 live viewing event in Barnet, specifically tailored for the Ukrainian community. This occasion served as a cultural celebration, which provided an open and welcoming space for Ukrainians to connect and share their experiences. The team described the event as an unforgettable experience that brought the Ukrainian community together, creating a vibrant atmosphere of joy, support, and new connections.

Barnet is home to a large Chinese population which has meant that the borough has seen a high number of individuals on the Hong Kong BN(O) scheme resettled in Barnet. Those on the Hong Kong BN(O) scheme have a range of needs in relation to accessing English language courses, health and life in the UK skills. Barnet Council has worked in partnership with the Department of Levelling Up, Housing and Communities to deliver ESOL classes to those on the scheme to promote integration. In addition to this, in January 2023, the council secured £30,000 in grant funding from the Greater London Authority to deliver initiatives to promote the welcome of those on the scheme. This

funding was used to work with a local Chinese health and wellbeing organisation, Meridian Wellbeing, to deliver a range of initiatives over a 6-month period, including mental health support and sporting activities to those on the Hong Kong BN(O) scheme.

Barnet is also home to the largest Jewish population in the UK which means that the emerging conflict between Israel and Hamas is felt acutely and has had an impact in the borough. Although there is no resettlement scheme in relation to this conflict, there are people in Barnet who have been displaced from the region who have required support, this includes 46 Jewish children from being placed in Barnet schools. In response to this, in October 2023, the School's Forum approved an additional £250,000 to support children displaced from Israel and Gaza enrolling in Barnet maintained schools.

Ensuring the safety and wellbeing of children is a key part of the work the local authority carries out on a day-to-day basis and this work extends to refugee and asylum-seeking children. There are a number of Unaccompanied Asylum-Seeking Children (UASC) in the care of the local authority who have complex needs in relation to education, language barriers and mental and physical health. To meet the needs of children who have arrived in Barnet unaccompanied, Family Services have worked to successfully recruit foster carers from a diverse range of backgrounds with similar cultures, languages and religion and provided training and support to foster carers to understand and cater to the needs of UASC in their care. The Family Services UASC team also offer these young people access to a variety of emotional and physical wellbeing drop-in sessions, training courses and staff who are on hand to provide advice in a crisis, advocacy, and emotional support. In addition to this, educational psychologists are providing a free bespoke counselling service within school settings for children who have arrived under difficult circumstances.

To support the education of UASC, the BELS 16+ team provide career guidance, mentoring and support to UASC in relation to further education and training and access to ESOL. There has also been work put in place to provide financial and emotional support to young people wanting to go on to further education either at university or college. A newly established ESOL training course at Onwards and Upwards Centre also provides an additional language course for young people who are awaiting a placement at college or where a college has not yet been identified.

Case Study: ESOL

The Barnet UASC Team, along with our education service, hosted onsite ESOL classes for 12 unaccompanied asylum-seeking children and young people between March and June 2023. This special ESOL course offered tailored teaching to the group, providing a high level of support to everyone. It also provided a safe space for these young people to work on their social skills, build informal support networks, and develop a sense of belonging within their peer group.

Since September 2021, Barnet has placed over 3,600 (35% secondary and 65% primary, approx.) mainstream school-aged children from overseas in Barnet schools. In recognition of the challenges faced by schools where migrant children are enrolled after the October school census date, which results in lagged pupil funding allocations, the council has been providing financial support to eligible schools. In November 2021, four Barnet schools with the highest number of children living in designated hotels for asylum seekers were allocated a share of £50,000 from the council's Covid grant. In January 2022, a further £1m was set aside from the underspend of the Dedicated Schools Grant (DSG) to support schools that enrolled children from the asylum hotels and those who had arrived under the Hong Kong BNO Scheme. The council is committed to ensuring that no children slip through the net and that resources are targeted to the most vulnerable children and families. This has included the development of bespoke alternative educational programmes, as well as provision of £5,000 for Oyster Cards for asylum hotel guests who were struggling to meet the costs of home-to-school travel.

Refugees and asylum seekers have specific health needs that can differ from that of the native population. In September 2022, the Barnet Health and Wellbeing Board published a Migrant Health Needs Assessment. This report found differences in both the wider determinants (such as housing, education, and employment) and health outcomes of forced and undocumented migrants as compared to those born in the UK. Forced and undocumented migrants tend to have relatively worse health and health outcomes than the UK born population which declines over time and this decline in health is a result of a variety of interlinking issues, most notably poor work and living conditions, poverty, social isolation, poor access and knowledge of health care systems and discrimination. To address some of these issues, Barnet Council appointed a Health Ambassador for asylum seekers. This role is focused on immunisation, mental health and wellbeing and access to healthcare as well as wider wellbeing support such as safeguarding and cooking classes.

Case Study: Public Health & BreadnButter

In 2023, BreadnButter, New Citizens Gateway, and Barnet Public Health successfully came together to host community cooking classes for residents in Home Office accommodation. A series of classes over a course of 8 weeks were held, running around 2 hours each for 15 different residents. Residents from different communities provided recipes for traditional dishes to cook together in the sessions. BreadnButter sourced all ingredients and equipment required. This included Kurdish, Albanian, Persian and Eritrean dishes.

The context we work in

Refugee Resettlement

Since 2017, there have been 5 schemes put in place to support the resettlement of refugees in the UK, these are the Vulnerable Persons Resettlement Scheme, The Afghan Citizens Resettlement Scheme, the Homes for Ukraine Scheme, the United Kingdom Resettlement Scheme, and the Hong Kong BN(O) visa scheme. These schemes, funded by central government, are in place to support the resettlement of refugees through safe and legal routes. Barnet has overseen the resettlement of over a thousand refugees through these schemes through support with housing, education and employment.

Asylum Seekers

Central government policy to use hotels as contingency accommodation for asylum seekers continues to be a cause of concern in Barnet where there are over 1,500 asylum seekers accommodated across five hotels. There is ongoing uncertainty around the future of the use of hotels, with new policies around hotel maximization, shorter notice to leave hotels and planned closure of hotels across the UK. Where asylum seekers are served a decision whilst in Barnet in Home Office accommodation, this then puts additional housing pressure on the local authority. The council will continue to work closely with the Home Office to raise concerns and to identify areas where we can work together to mitigate the impact.

Increasing levels of deprivation

Despite being a generally affluent borough, Barnet has pockets of stubborn deprivation, high housing costs and a higher than London average of Households without work and those who suffer from long-term illness. In-work poverty is increasing, with more residents who are in work but struggling to meet their essential living costs. 24.3% of Barnet's working age population is economically inactive.

Increasing housing insecurity and homelessness

Nearly 10% of Barnet's households are overcrowded. Costs have risen in the rent sector rapidly with inflation outstripping earnings growth, creating an acute living cost crisis across London. Barnet Homes has seen a rapid increase in the number of people seeking support for homelessness. This is placing additional strain on limited social housing and has seen an increase in the number of households in temporary accommodation. Black residents are more likely to present as homeless than white residents. Asylum seekers granted refugee

status and subsequently leaving Home Office accommodation are particularly vulnerable to housing insecurity and homelessness.

Increasing inequality

The rate of inequality for women (30.9%) is significantly higher than for men (19.2%) and highest for the black and black British community (35.3%). In addition to this, black residents are twice as likely to need to use Adult Social Care services than white residents. More than a third of both working age residents with disabilities, and black residents, are economically inactive.

Increasing pressure on Council's budget

Higher inflation and a growing demand for services, including the growing complexity of need in adult social care, has seen the council predict a £25.8M overspend on the budget for 2023-2024. These pressures are being experienced by every local authority, but we know that people seeking sanctuary are most vulnerable to increasing poverty and inequalities. As funding is limited for supporting them locally, we will work collaboratively with a range of organisations through the Borough of Sanctuary network to maximize the impact of joint efforts.

Rise in xenophobic discourse and tensions

National discourse surrounding the Illegal Migration Bill – or 'Stop the Boats' Bill – has created a febrile environment for those seeking sanctuary, with no safe and legal routes for migrants except from Afghanistan, Ukraine, and Hong Kong. In Barnet, existing communities have welcomed new and emerging communities, but xenophobic discourse has become mainstream in the UK and asylum accommodation provides a focal point for divisive rhetoric. Barnet is committed to being a borough where racism and hate crime is not tolerated and works alongside the police to manage community tensions and build positive relationships between newcomers and receiving communities.

Borough of Sanctuary Network

The voluntary, community and faith sector across Barnet play an integral role in the welcome Barnet has extended to sanctuary seekers. Organisations across the borough have mobilised as pace to meet the immediate needs of new arrivals, such as food and clothing, and have also played an important role in supporting the longer-term integration of sanctuary seekers through social activities. To bring this sector together, Barnet Council, in partnership with Barnet Together, launched the Borough of Sanctuary Network. This network has representation from faith groups, wellbeing organisations, voluntary groups, Barnet Citizens, and health partners. Several organisations represented on the network also form Barnet's local City of Sanctuary Group.

The council is committed to continuing to support and work closely with those represented on the Borough of Sanctuary Network and Barnet's City of Sanctuary Group, along with the wider voluntary sector, to respond to the needs of sanctuary seekers in Barnet. The council will maintain a relationship with these key partners and work with them on a range of initiatives, from making representations to the Home Office to supporting community initiatives and projects.

Case Study: Refugee Week 2023

In June 2023, Barnet Council marked refugee week for the first time. In celebrating the years' theme of compassion, the council amplified the work of partners who work with sanctuary seekers in the borough and held a Refugee Week celebration event. This celebratory event brought together 500 people from a range of backgrounds and communities to share in a variety of different cultural performances and activities.

Two key members of the Network are New Citizens Gateway and the Persian Advice Bureau. These two Barnet-based organisations both work across the borough to support refugees and asylum seekers and both organisations are key partners to the council in delivering our work with sanctuary seekers.

New Citizens Gateway (NCG)

New Citizens Gateway has an allotment where asylum seekers can grow, cook and share food from their home countries. They also provide an NHS approved group counselling service in community languages, yoga sessions and a Women’s Group. These and other services NCG provide for asylum seekers and refugees contributed to them winning a national [GSK and Kings Fund Impact award](#) in 2023.

Persian Advice Bureau (PAB)

PAB’s staff and leadership deliver immigration and asylum law advice and the organisation was recently awarded a contract to provide Legal Aid representation to asylum seekers. PAB also work extensively in domestic abuse and housing. PAB also regularly arrange day trips and organise outings for asylum families from the hotels, and facilitate their participation in community events and festivals.

The Borough of Sanctuary Network provides a space in which partners can mobilise and co-ordinate their work and share best practice. A key achievement of the network over the last twelve months was the delivery of Barnet’s first Refugee Week celebration where members came together to plan and deliver a refugee week celebration centred on the weeks’ theme of compassion.

How we work in partnership

In Barnet, our approach is collaborative, ensuring we join forces with partners to provide comprehensive support for refugees and asylum seekers. We strive for inclusivity by using language that embraces diversity, amplifying voices, challenging stereotypes, and avoiding assumptions. We aim to be caring by placing residents, refugees, and asylum seekers at the core of our efforts, caring about their well-being. We demonstrate courage by collaborating with partners and other local authorities to improve existing processes and support the rights of migrants and asylum seekers. Barnet endorses the City of Sanctuary values and aims to integrate these values into all our work.

We uphold these values when collaborating with partners and other local authorities:

- Inclusiveness We welcome and respect people from all backgrounds, place the highest value on diversity and are committed to equality
- Openness We are committed to a culture of working collaboratively across the City of Sanctuary networks and in partnership with others
- Participation We work with people seeking sanctuary and value and recognise the contribution of all. We aspire to ensure people seeking sanctuary are involved in all decision making at all levels and are supported to become leaders in the organisation, networks, and the wider movement.
- Inspiring We work with enthusiasm and positivity and are determined to surpass what has already been achieved to welcome refugees and people seeking sanctuary, we act as a catalyst for

change by being open to new and innovative ideas and through sharing knowledge gained with others and working in partnership

Integrity We aspire to high standards of honesty and behaviour, and always to act in the interests of people seeking sanctuary.

Case Study: New Citizens Gateway and Persian Advice Bureau

In late 2020, the volume of people accommodated in contingency hotels was concerning, as the needs of the hotel population and the challenges they were facing were largely invisible until the point where they reached crisis. The council felt that there should be specialist outreach workers located in the hotels with the skills and experience required to work with asylum seekers. Barnet is fortunate to have two organisations in the borough qualified to provide this: Barnet Refugee Service and Persian Advice Bureau. It was agreed to use Covid emergency funding to commission both organisations to deliver outreach services direct to asylum seekers in what were then four hotels (two hotels per organisation). Initially, there was resistance from the Home Office's contracted accommodation provider to allowing outreach workers into the hotels. Infection rates were still high, and there were fears about security. The council insisted however, and from February 2021, specialist outreach workers from both organisations have been present in all hotels at least one day a week. The impact of this was immediate. Outreach workers were able to signpost and connect asylum seekers with local services. GP registration rates increased, and parents were able to find school places close to their hotels. Whatever their issues, asylum seekers now had trusted professionals to support them, often in their own language. As well as enabling greater access to services, both outreach organisations offer a range of support to asylum seekers. Both provide on-site English (ESOL) classes, and provide access to a number of positive activities to support wellbeing.

A participatory approach

This strategy was developed in partnership with sanctuary seekers from a wide range of backgrounds and ages in Barnet, who were generous in sharing their experiences with us. Since passing the motion to be a Borough of Sanctuary, we have carried out a series of workshops and have used the feedback of these to inform all parts of this strategy, how we understand sanctuary, defining our values, strategic priorities, and the work that we will continue to deliver.

We asked sanctuary seekers in Barnet what Sanctuary means to them and what it means for Barnet. Key themes that emerged from this engagement included having access to vital services, robust support for mental health and well-being, non-discriminatory environments, and judgment-free spaces.

“Understanding and listening”

“Free from judgement”

“Mental Health counselling and support”

“Equitable, consistent, non-discriminatory”

“Signpost to support and culturally appropriate”

“Safety and protection”

We will continue to engage with our sanctuary seekers to ensure that those involved are part of the longer-term journey to securing Borough of Sanctuary status and can feedback their experiences of navigating support systems.

Strategic Priorities

Engagement with sanctuary seekers and partners who support them shaped our strategic priorities. Participants provided invaluable insight on topics such as employment, education, health, and integration. We learned about more on our sanctuary seeker’s views on safety in Barnet, diversity, their appreciation of our green spaces and the need for support with travel costs.

The four key strategic priorities below, developed with partners, will guide ongoing and emerging work within this area:

Strategic	Priority	How will we know we have achieved this?
Inclusivity		We foster a welcoming environment to everyone living in Barnet. All people in Barnet are supported to feel they belong, regardless of the circumstances which brought them to Barnet or how long they have lived here, creating a sanctuary of inclusivity. There are opportunities for relationship building between people living in established communities and people seeking sanctuary.
Community spirit		We promote a culture of celebrating diversity and unity in the community. The diversity of people seeking sanctuary in Barnet is celebrated and the voices of sanctuary seekers are amplified. The council works effectively with partners to collaborate on common cause issues.
Empowerment		We encourage personal growth and wellbeing. Sanctuary seekers are supported to access the resources and services open to them to create the safety net to rebuild their lives, as well as the tools to make a significant contribution to Barnet life. Hate crime and prejudice are challenged and addressed in all forms.
Active listening		We cultivate sanctuary through active listening. Sanctuary seekers are a valuable part of decision-making processes and the council proactively engages with refugees and asylum seekers to understand their needs, concerns, and the challenges they face. The council will listen attentively to the stories, journeys and experiences of individuals seeking sanctuary, creating spaces for them to share their needs, strengths and aspirations.

These four strategic priorities will guide our approach to working with sanctuary seekers across all service areas. They will guide and determine our action plan, which will include clear guidance for officers on what sanctuary entails and how it relates to their specific roles, linking sanctuary work to equalities and promoting good service design and delivery. It will take a considered look at how to coordinate work to address risks of exploitation and modern slavery. To achieve successful delivery of this and measuring success, the council will put in place both internal and external controls to monitor our progress. The council’s internal Equality, Diversity and Inclusion Steering Group will play a role in monitoring the delivery of the Borough of Sanctuary strategy and the achievement of Borough of Sanctuary status. The council will also put in place a Borough of Sanctuary Steering Group. This multi-agency steering group will meet on a quarterly basis to monitor the achievement of Borough of Sanctuary status and the delivery of the action plan. As a Borough of Sanctuary, all council services will consider the needs of asylum seekers, refugees, and migrants in their activities.

Appendix A

Throughout this strategy we use the term sanctuary seekers into include all our residents which are seeking sanctuary and have sought sanctuary in the past. There are key differences in these groups, which we acknowledge in service and project delivery.

Terms & Definitions

General Migrant

An individual who leaves their country of origin to reside in another for the purposes of work, study or closer family ties.

Forced Migrant

An individual who has been forced to leave their country of origin due to war, conflict, persecution or natural disaster.

Asylum seeker

An individual who has applied for asylum under the 1951 Refugee Convention on the Status of Refugees on the grounds of fear of persecution on account of race, religion, nationality, political belief or membership of a particular social group.

Refugee

An individual upon whom the status of refugee has been conferred under the 1951 Refugee Convention on the Status of Refugees. This can be obtained either through successful application for asylum or by direct selection via the Gateway Protection Programme or Syrian Vulnerable Persons Resettlement Programme. Refugee Status currently means five years leave to remain in the UK. Refugees have the right to work and claim benefits, access to mainstream housing, and the possibility of applying for family reunion.

Unaccompanied Asylum-Seeking Children (“UASC”)

A child or young person (0-17 years old) who is seeking asylum in another country and has been separated from their parents or carers. Whilst their claim is processed, they are cared for by a local authority.

Undocumented Migrant

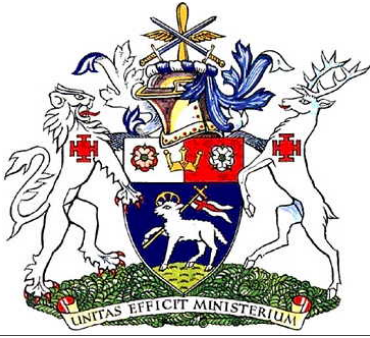
An individual who has entered the UK in a forced or unforced manner but has lost or never obtained a right of residence. This includes general migrants who have overstayed their visa, trafficked persons, irregular entrants, children of undocumented migrants, and refused asylum seekers who are not receiving.

Section 95 Support (NRPF Network, 2022)

Section 95 of the Immigration and Asylum Act 1999 describes that once an asylum seeker has submitted their claim for asylum, support is provided in the form of monetary support and/or accommodation. Since 2015, a flat rate is paid per person per week rather than a tiered payment related to age and dependants. Following a refused claim, asylum support under section 95 is terminated after 28 days in individuals with no dependent children. The current rate is £40.85. However, those who are being provided with full-board hotel accommodation receive a weekly allowance of £8.24.

Section 4 Support (NRPF Network, 2022)

Section 4 of the Immigration and Asylum Act 1999 entitles refused asylum seekers meeting one of a number of conditions (such as inability to leave the country on health grounds or no safe route of return) to receive a payment of £40.85 per person per week received on a pre-paid card which can be used to purchase food, clothing and toiletries. However, those who are being provided with full-board hotel accommodation receive a weekly allowance of £8.24.



AGENDA ITEM 19

Cabinet

Title	Annual Procurement Forward Plan (APFP) 2024-25
Date of meeting	12 December 2023
Report of	Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources & Effective Council
Wards	All
Status	Public
Key	Key
Urgent	No
Appendices	Appendix A – Annual Procurement Forward Plan (APFP) 2024-25
Lead Officer	Cath Shaw, Deputy Chief Executive cath.shaw@barnet.gov.uk
Officer Contact Details	Tim Campbell, Interim Assistant Director (Commercial & Procurement) tim.campbell@barnet.gov.uk Susan Lowe, Senior Business Partner, Procurement susan.lowe@barnet.gov.uk

Summary

This report sets out the detail of envisaged procurement requirements for 2024/2025 and, where known, for 2025/26, 2026/27. The council has prepared a list of proposed procurement activity. This can be found in Appendix 1.

This report seeks authorisation to enable commencement of procurement activity in accordance with the Council's Contract Procedure Rules, subject to confirmation of continued requirement, available budget, and any additional approvals required under the Council's Constitution.

The use of the Annual Procurement Forward Plan (APFP) is in line with the Council’s Constitution.

The approval of the APFP does not automatically provide approval for all procurement. Where appropriate, procurement activity will be referred to Cabinet or relevant Cabinet Member approval as part of the council’s overarching governance process and set out in the Constitution, Contract Procedure Rules.

Recommendations

- 1. That Cabinet approve the Annual Procurement Forward Plan (APFP) to enable commencement of procurement activity for 2024/25 – 2026/27 (as identified in Appendix 1).**
- 2. That Cabinet note the requirements for procurement activity to be subject to service confirmation of continued requirement, any additional approvals required under the Council’s Constitution, including the Contract Procedure Rules, and authorisation of a Procurement Launch Document including identification of approved budget source as set out in Appendix 1.**

1. Reasons for the Recommendations

- 1.1 Under paragraph 4.1 of the Council’s Contract Procedure Rules any Procurement, including extensions and variations to contracts set out in the Annual Procurement Forward Plan (APFP) and approved by the Cabinet, is deemed as authorised to commence, provided there is not an additional authorisation requirement identified, such as Cabinet or Portfolio holder approval depending on the value of the procurement. Cabinet approval will be required for contracts over £0.500m in the new executive system unless they are authorised via the Cabinet decision on the APFP.
- 1.2 The APFP is set out in Appendix 1 and it includes all known procurements that are anticipated in the 2024-25 financial year. These have been identified against category of spend for thresholds up to 31 December 2023 as follows:

Thresholds up to 31 December 2023	Thresholds w.e.f. 1 January 2024*
ITQ Goods & Services (£25,000-£213,476)	ITQ Goods & Services (£25,000-£214,903)
ITQ Works (£25,000 - £5,336,936)	ITQ Works (£25,000 -£5,372,608)
Find a Tender Service [FTS] & Works ITQ (> £213,477)	Find a Tender Service [FTS] & Works ITQ (> £214,904)
Find a Tender Service [FTS] Works (> £5,336,937)	Find a Tender Service [FTS] Works (> £5,372,609)
Framework Agreement	Framework Agreement

* The Public Procurement (Agreement on Government Procurement) (Thresholds) (Amendment) Regulations 2023 was laid before Parliament 26 October 2023 and this identified threshold amendments for Public Contract Regulations 2015 w.e.f. 1 January 2024

Each category value is subject to different governance authorisation requirements, as detailed within the Council Constitution Part 4B and Contract Procedure Rules. The APFP includes all procurement exercises in excess of £25,000 that are envisaged to be required during the year. The APFP provides oversight and enables better planning of procurement activity and should not be

regarded as indicating approval (or otherwise) of the business case for any particular scheme or project. As an appendix to the Cabinet report the APFP provides a good practice, transparent annual pipeline update to the market of envisaged procurement activity.

- 1.3 The APFP does not identify the source of funding, as this is a service area responsibility. The procurement activity cannot commence without confirmed source of funding/budget allocation which is confirmed in the Procurement Launch Document (PLD).
- 1.4 The APFP contract title relates to the topic of envisaged procurement activity which will be finalised upon authorisation of Procurement Launch Document (PLD) and prior to release of procurement activity to market.
- 1.5 The APFP Appendix identifies activities of £0.500m and above which require additional approval to proceed. The additional reporting requirements on the APFP relate to activities that are subject to one or more of the following criteria:
- provision of Full Business Case (FBC);
 - capital works funding;
 - high value projects/programmes, and;
 - any activity identified at point of APFP authorisation by Cabinet.
- 1.6 Additional authorisation for values in excess of £0.500m will be sought from Cabinet and/or through Cabinet delegation.
- 1.7 Reasons for authorisation recommendation being:
- To comply with the Council's Contract Procedure Rules, which form part of the Council's Constitution.
 - To avoid presentation of multiple individual requests for approval to procure contracts above £0.213m to portfolio members and over £0.500m to Cabinet. Cabinet approval can be via approval of the APFP.
 - To provide visibility of individual service area requirements to procure lower values above £25,000 and beneath £213,476. Inclusion on the APFP provides both visibility and authorisation to procure, subject to budget confirmation.

2. Alternative Options Considered and Not Recommended

- 2.1 Alternative options to authorisation of the APFP to Cabinet would be to present individual procurement requirements in accordance with Council Constitution Part 4B. This is not recommended owing to the administration burden it would place upon officers and members to prepare, consider and approve each activity.

3. Post Decision Implementation

- 3.1 Procurement and service area officers will proceed with a review of the authorised APFP 2024-25.
- 3.2 Procurement activities will commence, where there is no additional approval mechanism, as Procurement Business Partners confirm with service area leads/budget holders that the requirement to procure is still valid and a Procurement Launch Document (PLD) is fully authorised. The PLD provides an audit trail which confirms the requirement, authorisation for procurement is in place including Capital Strategy Board approval as appropriate, the procurement option/strategy to be delivered, the budget for the contract, alignment with Council policies, collaboration, working with SMEs, apprenticeships, risks, delivery of Social Value and procurement timeline.
- 3.3 Review of the APFP by Procurement Business Partners and service areas will include potential aggregation of requirements across services and removal of items that are not being progressed and/or procurement has been concluded removing the need for authorisation to proceed within the financial period of the APFP.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 4.1 The APFP will enable the Council to maintain an accurate oversight of procurement activity across the full range of services and support more commercial and efficient procurement practices. The APFP supports transparency and drives achievement of the Council's key priorities as set out in Our Plan for Barnet 2023-2026 and is built on the pillars of ***"caring for people, our places and the planet"***. The plan sets out the key priorities and specific areas of focus we will undertake to deliver this vision. The pillars are underpinned by a foundation of being ***Engaged and Effective***. This part of the report refers how we will become a 'listening council' collaborating and building a continuous dialogue with residents and communities. It also refers to how we will transform how we work to deliver these priorities.
- 4.2 The Council is a signatory to London Council's Procurement Pledge "to create jobs and training through its supply chain." It is to be noted that the Social Value Policy of the Council captures the requirements typically expected through this pledge:
- Recruit a percentage of the workforce locally, for example by advertising with local Jobcentre Plus;
 - Create apprenticeships;
 - Offer a number of work placements to young people, graduates, or workless people;
 - Offer additional training and qualifications opportunities to a percentage of their existing workforce;
 - Work with their own supply chains to create additional opportunities;

Corporate Performance / Outcome Measures

- 4.3 The APFP will enable identification of procurement activity in support of Barnet's Social Value Policy and the delivery of contracts which align with social value Themes, Outcomes and Measures (TOMs) and provide evidence in support of community benefit through social value delivery of procured contracts.

Sustainability

4.4 The APFP will also enable identification of procurement activity in support of sustainability and net zero targets.

Corporate Parenting

4.5 The APFP will enable identification of procurement activity in support of requirements by the looked after children and care leavers teams. Inclusion on the APFP facilitates authorisation to procure in a timely fashion.

Risk Management

4.6 If the Council does not manage the contract renewal programme effectively and efficiently it could lead to a detrimental impact on best value and the likelihood of delivering significant procurement savings. In addition, the Council will be unable to forward plan the need for appropriate resource to support the programme. Well planned processes will enable effective commercial negotiations to take place thereby driving lower costs from the portfolio of contracts put to market.

Insight

4.7 Insight data will be used to support the delivery of the APFP as it will enable preparation of market engagement with internal and external stakeholders prior to procurement exercises and that Barnet's community requirements are considered to inform these.

4.8 Post tender delivery insight data will be used to support contract management.

Social Value

4.9 The Public Services (Social Value) Act 2012 requires that consideration is given for above threshold (£213,477 from January 2022 and £214,904 from January 2024) service contracts to secure benefits for the community, environment and value for money for the London Borough of Barnet as follows:

- (a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area; and
- (b) how, in conducting the process of procurement, it might act with a view to securing that improvement.

4.10 The council has extended the Social Value Act's requirements through development of a Social Value Policy to support social value and sustainability delivery opportunities through all procurements at the Council, not just above threshold services contracts.

4.11 The council updated the Social Value Policy October 2023 with the introduction of measures to strengthen our approach to the management and benefit realisation of Social Value outcomes, a streamlined number of Themes Outcomes Measures (TOMs) and an action plan to structure the implementation of this policy. This includes the requirement for a Social Value Matrix to be embedded in the Invitation to Tender/Quote for above £25k requirements, replacing the social value question in the current tender documents.

4.12 Service areas will be asked to confirm that the development of specifications for all proposed procurements have taken these requirements into consideration. It should be noted that such considerations could compromise the Council's ability to maximise the value for money it can achieve, so a balance will be sought wherever possible.

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

- 5.1 The costs pertaining to the contracts contained within the Appendix to this report are contained within the individual service budgets of the Council. All procurements are subject to confirmation that budget is in place for the identified contracts.
- 5.2 Procurement will work with individual services to:
- confirm continuation of envisaged requirement as recorded on the published plan within the Appendix
 - ascertain the budget source (capital/revenue/grant) for the contract which will result from the procurement exercise and achieve finance confirmation for budget spend
 - consider aggregation opportunities across service requirements.
- 5.3 Best value is a key consideration; both when identifying opportunities to join up procurement activity across Barnet or as part of consortium arrangements, and in the tender evaluation process.

6. Legal Implications and Constitution References

- 6.1 Under the Council's Constitution, Part 2D the terms of reference of the Cabinet states that Cabinet is responsible for the following functions:
- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council;
 - Monitoring the implementation of the budget and financial strategy;
 - Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the Council's Policy Framework and implementing those approved by Council;
 - Approving policies that are not part of the policy framework;
 - Management of the Council's Capital Programme
 - All key decisions (as defined in the Council Constitution) which includes the award of contracts over £500,000 and all matters reserved to the Executive under the Contract Procedure Rules and which may be done via the Annual Procurement Forward Plan;
- 6.2 The Council's Constitution, Part 4B (Contract Procedure Rules) sets out the authorisation process for entering contractual commitments. "Authorisation" is the approval required before quotations or tenders for supplies, services or works may be sought in accordance with Council Constitution Part 4B1.
- 6.3 The Council's Constitution Part 4B1 summarises Authorisation and Acceptance Procedures, including that procurements of £500,000 and over may be authorised by the Annual Procurement Forward Plan:
- The aim is to speed up the procurement process by removing unnecessary bureaucracy – in this case, a duplication of the authorisation process.
 - In accordance with Contract Procedure Rules, paragraph 4.1 any procurement, including, extensions and variations to contracts, which have been set out in the Annual Procurement Forward Plan and approved by Cabinet is deemed as authorised irrespective of value (subject to paragraph 4.3) .
 - The Contract Procedure Rules at paragraph 4.3 states that there are separate reporting and authorisation requirements for certain procurement exercises which must be adhered to,

and these are set out in the Appendix 1 to this Report. This states that the authorisation (where applicable and as indicated by 'Yes') is subject to additional authorisation in accordance with CPRs 4.3 *as determined by/to be determined by Cabinet/Portfolio Lead Member/Director/Capital Strategy Board*. Any such additional authorisation requirement will be confirmed by Cabinet at the Cabinet meeting.

7. Consultation

- 7.1 Consultation and engagement will take place within individual procurement projects as appropriate to the product(s) or service(s) required. Service users will be engaged in the procurement process as part of a co-design approach where appropriate.

8. Equalities and Diversity

- 8.1 Pursuant to the Equality Act 2010, the Council and all other organisations exercising public functions on its behalf must have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination. As part of this exercise the Council is required to consider any equalities impact (where applicable) of its decisions. All organisations that submit tenders for Council business are required to submit their Policy Statement regarding how they manage compliance with the Equality Act, or equivalent legislation.

9. Background Papers

- 9.1 Policy and Resources Committee 9 December 2021 Agenda Item 8 Annual Procurement Forward Plan [APFP] 2022/23
<https://barnet.moderngov.co.uk/documents/s69057/Annual%20Procurement%20Forward%20Plan%20APFP%202022-2023.pdf>
- 9.2 Policy and Resources Committee 22 February 2023 Agenda Item 15 Annual Procurement Forward Plan [APFP] 2023/24
https://barnet.moderngov.co.uk/documents/s76392/APFP%202023-24%20PR%20Ctte%20Report%20FINAL_22022023.pdf
- 9.3 Policy and Resources Committee 20 April 2023 Agenda Item 8 Annual Procurement Forward Plan [APFP] Addendum Update 2023/24
https://barnet.moderngov.co.uk/documents/s77620/APFP%202023-24%20Addendum%20Update%20PR%20Ctte%20Report_270323.pdf

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Annual Procurement Forward Plan (APFP) 2024-25

No.	Contract Name / description	Procurement Type <i>(Please Select)</i>	Delivery Unit/Service Area	TOTAL CONTRACT VALUE including extensions i.e. annual cost of contract x period of contract + extension period	Subject to additional authorisation in accordance with CPRs 4.3 As determined by/to be determine by Cabinet/Portfolio Lead Member/Director/Capital Strategy Board	Contract Term in Years <i>(Initial Contract Term in Years plus any extensions in months (e.g.1 year + 12 months))</i> Please note this must align with total contract value (column H) to confirm authorisation to proceed	Procurement Start Date <i>(dd-mm-yyyy)</i> <i>[to be clearly identified if procurement activity will commence prior to April 2024]</i>	Start date of new contract or extension <i>(dd-mm-yyyy)</i>	Extension available in current contract and not already exercised <i>(Yes/No)</i>
Customer & Place - Planning & Building Control									
1	IDOX	Extension	Planning & Building Control	£ 250,000	No	10 years + 24 months	01/01/2024	01/04/2024	
2	Management of Biodiversity Net Gain requirements (Mycelia - Verna)	New procurement	Planning & Building Control	£ 240,000	No	10 Years	01/01/2024	01/04/2024	N/A
3	Development viability consultancy	New procurement	Planning & Building Control	£ 200,000	No	1 year	01/04/2024	01/06/2024	N/A
4	IDOX - Local Land Charges / Land Registry	Extension	Planning & Building Control	£ 150,000	No	2 years	01/01/2024	01/04/2024	N/A
5	GOV.UK Notify / GOV.UK Pay	New procurement	Planning & Building Control	£ 150,000	No	5 years	01/09/2024	01/11/2024	N/A
6	Plan X (Full)	New procurement	Planning & Building Control	£ 120,000	No	5 years	01/02/2024	01/04/2024	N/A
7	Consultancy Services for Design code	New procurement	Planning & Building Control	£ 100,000	No	1 year	01/01/2024	01/04/2024	N/A
8	Local Plan specialist consultancy	New procurement	Planning & Building Control	£ 100,000	No	1 year	01/04/2024	01/06/2024	N/A
9	Commonplace	New procurement	Planning & Building Control	£ 100,000	No	1 year	01/04/2024	01/06/2024	N/A
10	AI Validator	New procurement	Planning & Building Control	£ 95,000	No	2 - 4 years	01/01/2024	01/04/2024	N/A
Customer & Place - Growth Development Delivery									
11	Hendon Hub Main Contract Works	New Procurement	Development Delivery	£ 130,000,000	Yes	3 years	29/03/2024	01/06/2025	No
12	Qunita Club	New Procurement	Development Delivery	£ 2,500,000	Yes	2 Years	29/03/2024	01/06/2024	No
13	Hendon Hub Employers Agent	New Procurement	Development Delivery	£ 1,000,000	Yes	4 years	29/03/2024	01/07/2024	No
14	Hendon Hub Technical Advisor	New Procurement	Development Delivery	£ 1,000,000	Yes	3 Years	29/03/2024	01/06/2024	No
15	Development Valuations	New Procurement	Development Delivery	£ 100,000	No	2 years	29/03/2024	27/09/2024	No
16	Website development	Extension	Development Delivery	£ 50,000	No	1 year	08/01/2024	26/04/2024	No
Customer & Place - Toward Net Zero									
17	Electrical equipment installation contractor	New Procurement	Toward Net Zero	£ 1,800,000	Yes	5 years + 24 months	01/04/2024	01/11/2024	No
18	M&E consultancy	New Procurement	Toward Net Zero	£ 1,500,000	Yes	5 years	01/04/2024	01/11/2024	No
19	Heat pumps (Air, water, Ground)	New Procurement	Toward Net Zero	£ 1,500,000	Yes	5 years	01.04.2024	01/05/2025	No
20	Global BMS systems for corporate estate properties	New Procurement	Toward Net Zero	£ 1,500,000	Yes	5 years	01/04/2024	01/05/2025	No
21	Retrofit Installation Contractor	New Procurement	Toward Net Zero	£ 1,400,000	Yes	5 years + 24 months	01/04/2024	01/11/2024	No
22	Quantity Surveyor / Consultancy	New Procurement	Toward Net Zero	£ 1,050,000	Yes	5 years + 24 months	01/04/2024	01/04/2025	No
23	Building Decarbonisation consultancy / EPC assessor	New Procurement	Toward Net Zero	£ 1,000,000	Yes	5 years	01/05/2024	01/11/2024	No
24	Solar PV / thermal	New Procurement	Toward Net Zero	£ 1,000,000	Yes	5 years	01/04/2024	01/05/2025	No
25	Battery storage and storage solutions	New Procurement	Toward Net Zero	£ 1,000,000	Yes	5 years	01/04/2024	01/05/2025	No
26	Meter validation/monitoring	New Procurement	Toward Net Zero	£ 1,000,000	Yes	5 years	01/04/2024	01/05/2025	No
27	IDNO services	New Procurement	Toward Net Zero	£ 1,000,000	Yes	5 years	01/04/2024	01/05/2025	No
28	LED Lighting systems	New Procurement	Toward Net Zero	£ 800,000	Yes	5 years	01/04/2024	01/05/2025	No
29	Thermal Battery Storage solutions	New Procurement	Toward Net Zero	£ 800,000	Yes	5 years	01/04/2024	01/05/2025	No
30	Planning / building control	New Procurement	Toward Net Zero	£ 800,000	Yes	5 years	01/04/2024	01/05/2025	No
Customer & Place - Development & Economy									
31	Burnt Oak Town Centre Strategy Phase 2 - Professional Services and Capital Works Services and Capital Works	New Procurement	Capital Delivery	£ 7,000,000	Yes	2 years	01/01/2024	01/04/2024	No
32	Cricklewood Town Centre - Professional Services and Capital Works	New Procurement	Capital Delivery	£ 3,000,000	Yes	2 years	01/01/2024	02/04/2024	No
33	General Town Centre Strategic Works - Professional Services and Capital Works	New Procurement	Capital Delivery	£ 3,000,000	Yes	3 years	01/09/2024	01/04/2025	No
34	Golders Green Public Realm Design Framework - Phase 2 completion of Design Framework & Delivery of Capital Works for one demonstrator site	Extension	Capital Delivery	£ 2,500,000	Yes	2 years + 6 months	01/04/2024	01/09/2024	Yes
35	West Hendon Broadway Town Centre Strategy Phase 2 - Professional Services and Capital Works	New Procurement	Capital Delivery	£ 2,000,000	Yes	3 years	01/04/2024	01/09/2024	No
36	BOOST 3 Year Programme - Yr 2	Extension	Economic Development	£ 674,722	No	Year 2 of 3 years	01/04/2024	01/04/2024	Yes
37	Internet of Things (IoT) Network	New Procurement	Housing, Economy, and Placemaking	£ 300,000	Yes	8 years + 24 months	01/04/2024	01/04/2025	No
38	Public Wifi Network	New Procurement	Housing, Economy, and Placemaking	£ 200,000	Yes	5 years	01/11/2023	01/12/2023	No
39	Connecting Colindale - Detailed Design Professional Services	New Procurement	Capital Delivery	£ 150,000	Yes	1 year	11/01/2024	02/01/2025	No
40	Barnet Loop- Detailed Design Professional Services	New Procurement	Capital Delivery	£ 150,000	Yes	1 year	10/01/2024	01/01/2025	No
41	Legal Services	New Procurement	Housing and Regeneration	£ 100,000	No	2 years	01/01/2024	01/04/2025	No
42	Independent Tenant Advisors	New Procurement	Housing and Regeneration	£ 100,000	No	2 years	01/01/2024	01/04/2025	No
43	Cost Consultancy	New Procurement	Housing and Regeneration	£ 100,000	No	2 years	01/01/2024	01/04/2025	No
44	Surveying support	New Procurement	Housing and Regeneration	£ 100,000	No	2 years	01/01/2024	01/04/2025	No
45	Golders Green Creative Placemaking Commission- Phase 2 - Professional Services & Capital Works Graphic signage to bridge in town centre	New Procurement	Capital Delivery	£ 100,000	No	1 year	10/01/2023	22/01/2024	No
46	Internet of Things (IoT) sensors and equipment	New Procurement	Housing, Economy, and Placemaking	£ 100,000	No	12 months	01/06/2024	01/10/2024	No
47	Video analytics/software	New Procurement	Housing, Economy, and Placemaking	£ 100,000	No	12 months	01/06/2024	01/10/2024	No
48	Business Planning cost consultancy for the housing service	New Procurement	Housing, Economy, and Placemaking	£ 100,000	No	2 years	01/01/2024	01/04/2025	No
49	Specialist connectivity consultancy	New Procurement	Housing, Economy, and Placemaking	£ 52,000	No	12 months	01/04/2024	01/06/2024	No
50	A5 Corridor Study	New Procurement	Capital Delivery	£ 50,000	No	1 year	12/01/2024	01/04/2024	No
51	Golders Green Creative Placemaking Commission- Phase 2 - Professional Services & Capital Works new festive lighting scheme	New Procurement	Capital Delivery	£ 30,000	No	1 year	03/01/2024	05/01/2024	No
52	School Streets- Feasibility Professional Services	New Procurement	Capital Delivery	£ 26,000	No	1 year	11/01/2024	11/01/2025	No

No.	Contract Name / description	Procurement Type (Please Select)	Delivery Unit/Service Area	TOTAL CONTRACT VALUE including extensions i.e. annual cost of contract x period of contract + extension period	Subject to additional authorisation in accordance with CPRs 4.3 As determined by/to be determine by Cabinet/Portfolio Lead Member/Director/Capital Strategy Board	Contract Term in Years (Initial Contract Term in Years plus any extensions in months (e.g.1 year + 12 months) Please note this must align with total contract value (column H) to confirm authorisation to proceed	Procurement Start Date (dd-mm-yyyy) [to be clearly identified if procurement activity will commence prior to April 2024]	Start date of new contract or extension (dd-mm-yyyy)	Extension available in current contract and not already exercised (Yes/No)
Customer & Place - Housing & Regeneration									
53	Golders Green Public Realm Design Framework - Phase 2 completion of Design Framework & Delivery of Capital Works for one demonstrator site	Extension	Capital Delivery	£ 2,500,000	Yes	2 years + 6 months			Yes
54	Street furniture	New Procurement	Capital Delivery	£ 350,000	No	1 year	01/02/2024	01/04/2024	N/A
55	Internet of Things (IoT) Network	New Procurement	Housing, Economy, and Placemaking	£ 300,000	Yes	8 years + 24 months	01/04/2024	01/04/2025	No
56	Public Wifi Network	New Procurement	Housing, Economy, and Placemaking	£ 200,000	Yes	5 years	01/11/2023	01/12/2023	No
57	Legal Services	New Procurement	Housing and Regeneration	£ 100,000	No	2 years	01/01/2024	01/04/2025	No
58	Independent Tenant Advisors	New Procurement	Housing and Regeneration	£ 100,000	No	2 years	01/01/2024	01/04/2025	No
59	Cost Consultancy	New Procurement	Housing and Regeneration	£ 100,000	No	2 years	01/01/2024	01/04/2025	No
60	Surveying support	New Procurement	Housing and Regeneration	£ 100,000	No	2 years	01/01/2024	01/04/2025	No
61	Golders Green Creative Placemaking Commission- Phase 2 - Professional Services & Capital Works Graphic signage to bridge in town centre	New Procurement	Capital Delivery	£ 100,000	No	1 year	10/01/2023	22/01/2024	No
62	Internet of Things (IoT) sensors and equipment	New Procurement	Housing, Economy, and Placemaking	£ 100,000	No	12 months	01/06/2024	01/10/2024	No
63	Video analytics/software	New Procurement	Housing, Economy, and Placemaking	£ 100,000	No	12 months	01/06/2024	01/10/2024	No
64	Business Planning cost consultancy for the housing service	New Procurement	Housing and Regeneration	£ 100,000	No	2 years	01/01/2024	01/04/2025	No
65	Specialist connectivity consultancy	New Procurement	Housing, Economy, and Placemaking	£ 52,000	No	12 months	01/04/2024	01/06/2024	No
66	Golders Green Creative Placemaking Commission- Phase 2 - Professional Services & Capital Works new festive lighting scheme	New Procurement	Capital Delivery	£ 30,000	No	1 year	03/01/2024	05/01/2024	No
67	Affordable Housing Valuations	New Procurement	Housing and Regeneration	£ 20,000	No	1 year + 12 months	01/01/2024	01/04/2025	No
Customer & Place - Estates									
68	Energy Database	New Procurement	Estates	£ 63,500,000	Yes	2 years	04/01/2024	07/09/2024	No
69	Electric Power Purchase Contract	New Procurement	Estates	£ 60,000,000	Yes	15 years	04/01/2024	04/01/2025	No
70	Modernisation Programme for building fabric and M&E works for schools	New Procurement	Estates	£ 5,000,000	Yes	1 year	04/01/2024	01/04/2024	N/A
71	Special Educational Needs (SEN) new provision for schools and improving conditions of the existing premises.	New Procurement	Estates	£ 3,000,000	Yes	1 year	04/01/2024	04/01/2024	N/A
72	Capital Programme for works on Building fabric and M&E works on the manage estate	New Procurement	Estates	£ 1,500,000	Yes	1 year	04/01/2024	04/01/2024	N/A
73	Water Contract - For use of mains water on the estate	New Procurement	Estates	£ 800,000	Yes	3 years	09/02/2024	01/07/2024	No
74	Building Services Compliance/Asbestos System	New Procurement	Estates	£ 600,000	Yes	1 year + 12 months	04/01/2024	04/01/2024	No
75	AMF Capital Projects	New Procurement	Estates	£ 600,000	Yes	1 year	01/04/2024	01/07/2024	N/A
76	Pool Cars	New Procurement	Estates	£ 500,000	Yes	3 years	01/04/2024	01/11/2024	N/A
77	Asset Management System	New Procurement	Estates	£ 400,000	No	3 years	02/01/2024	01/04/2024	N/A
78	Monuments	New Procurement	Estates	£ 300,000	No	3 years	04/01/2024	04/01/2024	No
79	Connected Place (Energy monitoring and sub-billing)	New Procurement	Estates	£ 200,000	No	1 year	01/04/2024	01/10/2024	N/A
80	Additional Meeting Room Capacity	New Procurement	Estates	£ 150,000	No	1 year	02/01/2024	01/04/2024	N/A
81	Colindale Reconfiguration	New Procurement	Estates	£ 100,000	No	1 year	01/04/2024	01/07/2024	N/A
82	Adults Assets Optimisation	New Procurement	Estates	£ 100,000	Yes	1 year	01/04/2024	01/07/2024	N/A
83	Family Services Asset Optimisation	New Procurement	Estates	£ 100,000	Yes	1 year	01/04/2024	01/07/2024	N/A
Customer & Place - Brent Cross									
84	Hendon Waste transfer station demolition	New Procurement	Brent Cross programme	£ 1,000,000	Yes	1 year	01/04/2024	30/06/2024	No
85	Demolition of the low rise Whitefield Estate units	New Procurement	Brent Cross Programme	£ 1,000,000	Yes	1 year	01/11/2023	30/06/2024	No
86	Strategic property advisors	Extension	Brent Cross Programme	£ 750,000	Yes	1 year + 24 months	01/11/2023	01/01/2024	No
87	Skills centre start up, operations and management	Extension	Brent Cross Programme	£ 700,000	No	5 years + 24 months	01/04/2024	01/06/2024	No
88	Resident advisors for Whitefield estate	Extension	Brent Cross Programme	£ 150,000	No	18 months	01/07/2023	01/10/2024	No
Customer & Place - Highways									
89	Highway Professional Services	New Procurement	Highways	£ 6,000,000	No	4 years + 24 months	01/04/2024	30/09/2024	No
90	Hampden Way Reconstruction	New Procurement	Highways and Transporation	£ 3,000,000	Yes	1 year	01/04/2024	01/06/2024	N/A
91	Highways works contracts	New Procurement	Highways	£ 2,400,000	Yes	4 years + 24 months	01/01/2024	30/09/2024	No
92	Construction of Childs Hill CDA	New Procurement	Highways and Transporation	£ 1,000,000	Yes	1 year +12 months	01/12/2024	01/03/2025	No
93	Integrated Asset Management Database	Market Assessment	Highways & StreetScene	£ 880,000	Yes	4 years	01/10/2023	25/11/2024	No
94	Construction of Lyndhurst and the Meads -Action for Silk Stream	New Procurement	Highways and Transporation	£ 800,000	Yes	1 year +12 months	01/12/2024	01/03/2025	No
95	Professional Services (structures, drainage, GIS etc)	Extension	Highways and Transporation	£ 800,000	Yes	1 year + 12 months	01/04/2024	01/04/2024	N/A
96	Construction of Greenway FAS	New Procurement	Highways and Transporation	£ 500,000	Yes	1 year +12 months	01/06/2024	01/10/2024	No
97	A1000 Cycle Lane - Detailed Design	New Procurement	Highways	£ 500,000	No	1 year	01/06/2024	01/08/2024	N/A
98	Skips enforcement	New Procurement	Highways	£ 300,000	No	1year + 24 months	01/04/2024	30/09/2024	No
99	Construction of property level SuDS and planters-Action for Silk Stream	New Procurement	Highways and Transporation	£ 200,000	Yes	1 year + 12 months	01/12/2024	01/02/2025	No
100	Cycle training and cycling related activities	Retender	Highways	£ 175,000	No	1 year + 2 months	01/10/2023	07/02/2024	No
101	Public Rights of Way Management Plan - professional services	New Procurement	Highways	£ 30,000	No	1 year	01/04/2024	30/09/2024	N/A

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Customer & Place - StreetScene									
102	Civil Parking and Traffic Enforcement and Associated Services (subject to options appraisal)	Retender	Parking	£ 42,000,000	Yes	5 years+2 years	01/04/2024	01/11/2025	No
103	Electric Vehicle Charge Points - Residential Charge Points - LEVI Colaborative Procurement split into lots	New Procurement	Street Scene	£ 10,000,000	Yes	10-15 years	01/01/2024	01/09/2024	N/A
104	Transport purchase of vehicle/plant/machinery/ equipment for Council services	New Procurement	Transport	£ 9,000,000	Yes	5 years	01/01/2024	01/04/2024	N/A
105	Transport Vehicle Hire Contract (inc Spot Hire and vehicle lease)	New Procurement	Transport	£ 4,500,000	Yes	2 years	01/01/2024	01/04/2024	No
106	Supply, repair and maintenance of receptacles	New Procurement	Commercial Development Team	£ 3,000,000	No	4 years	01/01/2024	01/04/2024	N/A
107	Provision of fuel - Diesel, Gas Oil, Petrol, ad blue and fuel cards	New Procurement	Transport	£ 3,000,000	Yes	2 years	01/01/2024	01/04/2024	N/A
108	Equipment, parts, supplies and services	New Procurement	Transport	£ 2,800,000	No	2 year + 24 months	01/10/2023	01/01/2024	No
109	Transport Workshop Repairs and Maintenance Services	New Procurement	Transport	£ 2,625,000	No	3 year + 24 months	01/01/2024	01/04/2024	N/A
110	Electric Vehicle Charge Points - Car Park locations	New Procurement	Street Scene	£ 2,500,000	Yes	5-10 years	01/01/2024	01/09/2024	N/A
111	Electric Vehicle Charge Points - Rapid Charge Point Concession Contract	New Procurement	Street Scene	£ 1,000,000	Yes	15 years	01/01/2024	01/07/2024	N/A
112	Recycling and waste bulking and haulage	New Procurement	Street Scene Management Team	£ 1,000,000	Yes	3 years	01/01/2024	01/04/2024	N/A
113	Supply and Fitting of Tyres	New Procurement	Transport	£ 800,000	No	2 year + 24 months	01/01/2024	01/04/2024	No
114	Weed Treatment	Retender	Street Scene Management Team	£ 500,000	No	4 years	01/01/2024	01/04/2024	N/A
115	Recycling and waste infrastructure for flats/estates	New Procurement	Street Scene Management Team	£ 410,000	No	1 year	01/01/2024	01/04/2024	N/A
116	H&S and other training	New Procurement	Street Scene Management Team	£ 300,000	No	3 years	01/01/2024	01/04/2024	N/A
117	Consultancy cost for project management, service change due to Environment Act and other directives	New Procurement	Street Scene Management Team	£ 300,000	No	1 year + 6 months	01/01/2024	01/04/2024	N/A
118	H&S and other training	New Procurement	Street Scene Management Team	£ 300,000	No	3 years	01/01/2024	01/04/2024	N/A
119	Clinical waste service	New Procurement	Street Scene Management Team	£ 300,000	No	3 years	01/01/2024	01/04/2024	N/A
120	Data and workflow management system	New Procurement	Street Scene Management Team	£ 250,000	No	3 years plus 2	01/01/2024	01/04/2024	No
121	On Street Bins	New Procurement	Street Scene Management Team	£ 250,000	No	3 years	01/01/2024	01/04/2024	N/A
122	Bin Stickers - production and distribution	Retender	Service Support Team	£ 200,000	No	4 years	01/01/2024	31/03/2024	Yes
123	In cab and technology, mobile working devices and equipment	New Procurement	Street Scene Management Team	£ 200,000	No	3 years	01/01/2024	01/04/2024	N/A
124	Bin Stickers - production and distribution	Retender	Service Support Team	£ 200,000	No	4 years	01/01/2024	01/04/2024	Yes
125	Bags/Bin liners	New Procurement	Street Scene	£ 200,000	No	5 years	01/01/2024	01/04/2024	N/A
126	Transport Vehicle Washing	New Procurement	Transport	£ 200,000	No	2 years	01/01/2024	25/02/2024	No
127	Fleet IT system	New Procurement	Transport	£ 200,000	No	4 years	01/01/2024	01/04/2024	No
128	Vehicle Tracking system and monitoring equipment	New Procurement	Transport	£ 180,000	No	3 years	01/01/2024	01/04/2024	No
129	Supply of Grounds Materials small machinery, tools and plant	New Procurement	Grounds Maintenance	£ 175,000	No	1 year	01/04/2024	31/03/2025	N/A
130	Salt/grit & supplies for gritting	New Procurement	Highways	£ 160,000.00	No	2 years + 12 months	01/01/2024	01/04/2024	N/A
131	Optimisation software and consultancy support	New Procurement	Street Scene Management Team	£ 150,000	No	1 year	01/01/2024	01/04/2024	N/A
132	Provision of Road Tax and Statutory Services	New Procurement	Transport	£ 140,000	No	2 years	01/01/2024	01/04/2024	N/A
133	Stray dog collection/management service	New Procurement	Street Scene Management Team	£ 125,000	No	3 years	01/01/2024	01/04/2024	N/A
134	On Street Advertising Billboard Contract	New Procurement	Street Scene	£ 100,000	No	1-5 years	01/01/2024	01/04/2024	N/A
135	On Street Advertising Concession Contract	New Procurement	Street Scene	£ 100,000	No	5-10 years	01/04/2024	01/09/2024	N/A
136	Supply of cleansing tools and equipment	New Procurement	Street Scene Management Team	£ 100,000	No	3 years	01/01/2024	01/04/2024	N/A
137	Highways maintenance road & pavement materials	New Procurement	Highways	£ 100,000.00	No	1 year + 12 months	01/01/2024	01/04/2024	N/A
138	Electric Vehicle Charging Infrastructure IT Management System	New Procurement	Street Scene	£ 75,000	No	5 years	01/04/2024	01/09/2024	N/A
139	Time Management System	New Procurement	Street Scene	£ 75,000	No	3 years	01/01/2024	01/04/2024	N/A
140	Time/Employee Management System	New Procurement	Street Scene	£ 75,000	No	3 years	01/01/2024	01/04/2024	N/A
141	Supply of small tools and equipment, machinery	New Procurement	Transport	£ 75,000	No	2 years	01/01/2024	01/04/2024	N/A
142	Weather station equipment/ services/ support	New Procurement	Highways	£ 65,000.00	No	3 years	01/01/2024	01/04/2024	N/A
143	Gritter tracking equipment & associated services	New Procurement	Highways	£ 60,000.00	No	1 year + 12 months	01/04/2024	01/09/2024	N/A
144	Workshop Technical Services /Specialist labour	New Procurement	Transport	£ 50,000	No	1 year	01/01/2024	01/04/2024	N/A
145	Purchase and maintenance of workshop equipment	New Procurement	Transport	£ 50,000	No	2 years	01/01/2024	01/04/2024	N/A
146	Compliance related Supplies & Services	New Procurement	Transport	£ 50,000	No	3 years	01/01/2024	01/04/2024	N/A
147	Highways road sign equipments and associated materials	New Procurement	Highways	£ 50,000.00	No	1 year + 12 months	01/01/2024	01/04/2024	N/A
148	Street Cleansing LEQ Surveys	New Procurement	Street Scene Management Team	£ 40,000	No	4 years	01/01/2024	01/04/2024	N/A
149	Transport Workshop Goods/Services Supplies	New Procurement	Transport	£ 40,000	No	2 years	01/01/2024	01/04/2024	N/A
150	Commercial Services ancillary supplies and services	New Procurement	Street Scene	£ 30,000	No	3 years	01/01/2024	01/04/2024	N/A
Customer & Place - Estates - Print									
151	General Print suppliers incl posters, merchandising etc	New Procurement	Print and Mail	£ 210,000	No	1 years + 12 months	01/04/2024	01/09/2024	No
152	Barnet First Magazine	New Procurement	Print and Mail	£ 200,000	No	1 years + 12 months	01/04/2024	01/09/2024	No
153	Paper Supply	New Procurement	Print and Mail	£ 90,000	No	2 years + 12 months	01/04/2024	01/09/2024	No
Customer & Place - Resident Experience & Digital									
154	Customer Experience Platform including Implementation Partner delivery	New Procurement	Resident Experience & Digital	£ 1,000,000	Yes	3 years + 12 months	01/11/2023	01/04/2024	No
155	Mobile phone contract	Retender	Resident Experience & Digital	£ 1,000,000	Yes	3 years + 12 months	01/01/2024	01/08/2024	No
156	Out of Hours telephony service	New Procurement	Resident Experience & Digital	£ 700,000	Yes	5 years + 24 months	01/05/2024	01/10/2025	No
Customer & Place - Commercial									
157	Transition requirements/business continuity for returning services	New procurement	Commercial	£ 1,000,000	Yes	1 year + 12 months	01/04/2024	01/04/2023	Yes

No.	Contract Name / description	Procurement Type (Please Select)	Delivery Unit/Service Area	TOTAL CONTRACT VALUE including extensions i.e. annual cost of contract x period of contract + extension period	Subject to additional authorisation in accordance with CPRs 4.3 As determined by/to be determine by Cabinet/Portfolio Lead Member/Director/Capital Strategy Board	Contract Term in Years (Initial Contract Term in Years plus any extensions in months (e.g.1 year + 12 months) Please note this must align with total contract value (column H) to confirm authorisation to proceed	Procurement Start Date (dd-mm-yyyy) [to be clearly identified if procurement activity will commence prior to April 2024]	Start date of new contract or extension (dd-mm-yyyy)	Extension available in current contract and not already exercised (Yes/No)
Resources - Finance Exchequer									
158	Debt Collection Contract	Extension	Exchequer	£ 40,000	No	2 years + 12 months + 12 months	01/06/2024	01/11/2024	Yes
Resources - Comms, Strategy & Engagement									
159	Engagement Platform - Engage Barnet	New Procurement	Growth and Corporate Services	£ 80,000	No	4 years	01/03/2024	01/05/2022	No
Resources - Major Projects									
160	Consultancy for Investment Advice	New Procurement	Major Projects	£ 300,000	No	3 years	01/04/2024	11/08/2024	No
Resources - Human Resources									
161	Recruitment Marketing	Extension	Human Resources	£ 160,000	No	2 years	01/05/2024	01/09/2024	No
162	Employee Benefits	Extension	Human Resources	£ 120,000	No	2 years	01/10/2024	01/03/2025	No
163	Digital Pre-employment checks	New Procurement	Human Resources	£ 84,000	No	1 year + 12 months + 12 months	01/08/2024	09/11/2024	N/A
164	Workforce Solution	New Procurement	Human Resources	£ 50,000	No	3 years	01/01/2024	01/04/2024	No
165	Attraction Digital Solution	New Procurement	Human Resources	£ 48,000	No	3 years	01/08/2024	09/11/2024	No
Assurance									
166	Cross Council Assurance Service (CCAS) Lot 1, 2 and 4	Extension	Internal Audit	£ 75,000,000	No	4 Year + 12 months + 12 months	01/09/2023	01/04/2024	Yes
167	Cross Council Assurance Service (CCAS) Lot 3	Extension	Internal Audit	£ 75,000,000	No	4 Year + 12 months + 12 months	01/09/2023	01/04/2024	Yes
168	Print and Postage Services for Electoral Services (Elections and Electoral Registration)	New Procurement	Governance	£ 425,000	No	3 Year + 12 months + 6 Months	01/04/2023	01/01/2024	No
169	Hybrid meeting web casting solution	Extension	Governance	£ 308,000	No	3 Year + 12 months + 12 months	01/07/2023	01/02/2025	Yes
170	Store a file	Extension	Business Development	£ 90,000	No	1 Year + 12 months	01/01/2024	01/08/2024	Yes
171	Modern.Gov system	Extension	Governance	£ 83,957	No	3 Year + 12 months + 12 months	01/07/2024	23/02/2025	Yes
172	CCTV Car	New Procurement	Community Safety	£ 75,600	No	3 Year	01/11/2023	01/09/2023	No
173	Body Cameras	New Procurement	Community Safety	£ 25,000	No	3 Year	01/09/2024	07/02/2025	No
174	Electoral Management Software	New Procurement	Electoral Services	£ 21,000	No	2 Year	01/09/2024	01/04/2025	No
Children's Services									
175	Children's Social Care placements including: Residential homes, Independent Fostering Agency, 16+ accommodation and accommodation with support, Semi Independent	New Procurement	Placement Team	£ 114,000,000	No	4 years + 4 years	01/04/2024	01/04/2025	Yes
176	Children's Integrated Therapy Services	New Procurement	Family Services	£ 18,000,000	No	3 + 24 months	01/09/2024	01/02/2024	No
177	Lots 1-5 Short Breaks for disabled children	New Procurement	Social Care	£ 4,800,000	No	4 year + 24 months	01/04/2024	01/04/2024	Yes
178	Lot 6 Specialist Overnight Respite for disabled children and children with life limiting conditions	New Procurement	0-25 Service	£ 4,800,000	No	4 year + 24 months	01/04/2024	01/04/2024	Yes
179	Lots 1-5 Short Breaks for disabled children	Extension	Social Care	£ 4,000,000	No	4 year + 24 months	01/04/2023	01/10/2024	Yes
180	Lot 6 Specialist Overnight Respite for disabled children and children with life limiting conditions	Extension	0-25 Service	£ 3,744,390	No	4 year + 24 months	01/04/2024	01/10/2024	Yes
181	Children's Integrated Therapy Services	Extension	Family Services	£ 3,600,000	No	2 + 12 months	01/01/2024	01/02/2024	No
182	Parent and Child Residential Assessments	New Procurement	Placement Team	£ 2,251,120	No	4 years	01/01/2024	01/04/2024	No
183	IT Contracts / Licenses	Retender	Performance & Improvement	£ 2,150,000	No	4 years	01/01/2024	01/04/2024	No
184	Workforce development/ systemic training	New Procurement	Workforce Development	£ 1,650,000	No	4 years	01/04/2024	01/04/2024	No
185	Lot 1 - Domestic Abuse - Advocacy	New Procurement	Family Services	£ 1,307,736	No	4 years	04/01/2024	04/01/2025	Yes
186	Specialist Mentoring	New Procurement	Family Services	£ 1,000,000	No	4 years	11/01/2024	11/01/2024	No
187	Transformation	New Procurement	Family services	£ 1,000,000	No	3 years	01/04/2024	01/04/2024	No
188	Specialist Home and Community support for LD / Autism / Mental Health	New Procurement	Family Services	£ 1,000,000	No	3 years + 24 months	01/01/2024	01/10/2024	N/A
189	Interpretation & Translation Services	Retender	Family Services	£ 880,000	No	5 years	01/04/2024	01/10/2024	No
190	Lot 2 - Domestic Abuse - Refuges	New Procurement	Family Services	£ 827,914	No	4 years	04/01/2024	04/01/2025	Yes
191	Independent Reviewing Officer	Retender	Family Services	£ 816,000	No	6 years	22/01/2024	22/01/2025	No
192	Parenting Programmes	Retender	Family Services	£ 760,000	No	4 years + 24 months	01/09/2023	01/04/2024	No
193	Lot 3 - Domestic Abuse - Perpatrator and Risk Assessor Programmes	New Procurement	Family Services	£ 718,875	No	4 years	04/01/2024	04/01/2025	Yes
194	Forensic Assessments	New Procurement	Intervention & Planning	£ 640,000	No	4 years	01/01/2024	04/06/2024	No
195	Independent Reviewing Officer - Approved List	Extension	Family Services	£ 600,000	No	4 years + 12 months	22/01/2024	22/01/2024	Yes
196	Specialist Mentoring	Extension	Family Services	£ 500,000	No	12 + 12 months	11/01/2022	11/01/2023	Yes
197	Lot 3 - Domestic Abuse - Perpatrator and Risk Assessor Programmes	Extension	Family Services	£ 500,000	No	2 years + 12 months	04/01/2024	04/01/2025	Yes
198	Family Drug and Alcohol Court (FDAC) Programme	New Procurement	Family Services	£ 500,000	No	4 years	01/01/2024	01/07/2024	No
199	Family group Conferences (FGC)	Retender	Family Services	£ 462,000	No	4 years	01/04/2024	01/04/2025	No
200	Lot 1 - Domestic Abuse - Advocacy	Extension	Family Services	£ 400,000	No	2 years + 12 months	04/01/2024	04/01/2025	Yes
201	Lot 2 - Domestic Abuse - Refuges	Extension	Family Services	£ 400,000	No	2 years + 12 months	04/01/2024	04/01/2025	Yes
202	Family Health Coaches	Retender	Family Services	£ 370,000	No	3 Years + 12 months + 12 months	01/04/2024	01/04/2025	No
203	Advocacy Services	Retender	Social Care	£ 352,140	No	6 years	01/02/2024	08/02/2025	No
204	Information, Advice & Guidance Services	Retender	Family Services	£ 340,000	No	4 years + 24 months	10/01/2024	01/09/2024	Yes
205	Floating support for care experienced young people	Retender	Family services	£ 300,000	No	4 years	01/05/2024	01/04/2025	No
206	Independent Visitors Scheme	Retender	Social Care	£ 278,334	No	6 years	02/01/2024	08/02/2025	No
207	Pre paid cards	New Procurement	Children with Disabilities	£ 240,000	No	6 years	01/01/2024	18/04/2024	No
208	Youth Justice System	Retender	Youth Justice Service	£ 140,000	No	4 years	01/01/2024	01/08/2023	No
209	Voice of the Child	New Procurement	Voice of the Child	£ 140,000	No	3 years	01/04/2024	01/04/2024	No
210	Autism Support Services	Extension	Family Services	£ 140,000	No	1 + 12 months	01/09/2023	01/01/2024	No
211	Youth Justice System	Extension	Youth Justice Service	£ 125,000	No	3 year + 12 months	01/01/2024	01/05/2023	No
212	Appropriate Adults	Retender	Youth Justice Service	£ 45,675	No	4 years	07/01/2023	01/07/2024	No
213	Partnership Working with Orthodox Jewish Community	Retender	Commissioning	£ 45,000	No	3 years	01/01/2024	01/04/2024	No

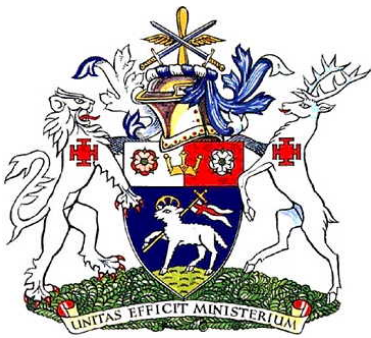
No.	Contract Name / description	Procurement Type (Please Select)	Delivery Unit/Service Area	TOTAL CONTRACT VALUE including extensions i.e. annual cost of contract x period of contract + extension period	Subject to additional authorisation in accordance with CPRs 4.3 As determined by/to be determine by Cabinet/Portfolio Lead Member/Director/Capital Strategy Board	Contract Term in Years (Initial Contract Term in Years plus any extensions in months (e.g. 1 year + 12 months) Please note this must align with total contract value (column H) to confirm authorisation to proceed	Procurement Start Date (dd-mm-yyyy) [to be clearly identified if procurement activity will commence prior to April 2024]	Start date of new contract or extension (dd-mm-yyyy)	Extension available in current contract and not already exercised (Yes/No)
Children's Services - 0-19 Services									
214	0-19 Early Help Service Positive Activities	New Procurement	0-19 Early Help Service	£ 800,000	No	3 years	01/04/2024	01/04/2025	No
215	Duke of Edinburgh Award	New Procurement	0-19 Early Help Service	£ 800,000	No	3 years	01/04/2024	01/04/2025	No
216	Barnet Youth Website	New Procurement	Family Services	£ 250,000	No	3 years	01/04/2024	01/04/2024	No
Children's Services - Libraries Services									
217	Stock: (Books and AV)	Retender	Libraries	£ 1,500,000	No	2 years + 12 months	01/04/2024	31/03/2026	No
218	Cleaning of library buildings and windows	Retender	Libraries	£ 450,000	No	3 years + 24 months	01/04/2023	01/08/2023	No
219	Furniture and fittings and library building upgrade works	New Procurement	Libraries	£ 200,000	No	2 years + 24 months	01/04/2023	01/08/2023	No
220	Stock: Periodicals (Central Buying Consortium)	Retender	Libraries	£ 180,000	No	2years + 24 months	01/09/2022	01/04/2023	No
221	Health and Safety capital works	New Procurement	Libraries	£ 180,000	No	1 year + 12 months	02/04/2024	02/08/2024	No
222	Library furniture	New Procurement	Libraries	£ 150,000	No	1 year + 36 months	01/04/2023	01/07/2023	No
223	Room Booking System	New Procurement	Libraries	£ 150,000	No	2 years + 24 months	01/04/2023	01/08/2023	No
224	eBooks	Extension	Libraries	£ 80,000	No	2 years	01/04/2023	01/09/2023	Yes
225	eAudiobooks	Extension	Libraries	£ 80,000	No	2 years	01/04/2023	01/09/2023	Yes
226	Event Booking System	New Procurement	Libraries	£ 40,000	No	2 years +24 months	01/04/2023	01/07/2023	No
227	Online resources	Retender	Libraries	£ 38,000	No	1 year	01/02/2024	01/04/2024	No
228	Popular Music Audio Streaming Service	New Procurement	Libraries	£ 36,000	No	2 years + 24 months	01/01/2023	01/04/2023	No
229	Photocopying	Retender	Libraries	£ 30,000	No	3 years + 24 months	01/04/2023	07/09/2023	No
230	Artist in residence	New Procurement	Libraries	£ 30,000	No	3 years	01/01/2024	01/03/2024	No
231	Additional stock and works	New Procurement	Libraries	£ 25,000	No	2years + 24 months	01/04/2023	01/06/2023	No
Adults & Health									
232	Home and Community Support Services (Homecare)	Retender	Adult Social Care	£ 100,000,000	No	6 years	01/04/2024	New Joiners TBC	Yes
233	Care home supply - capital / acquisition	New Procurement	Adult Social Care	£ 30,000,000	No	1 year + 24 months	01/04/2023	31/03/2024	N/A
234	Care Homes (Dellfield/Meadowside) Care & Support Provider	New Procurement	Adult Social Care	£ 30,000,000	No	5 years +24 months	04/01/2024	10/01/2024	no
235	Procurement of two care homes and the two day centres	Retender	Adult Social Care	£ 27,500,000	No	3 years + 24 months	01/04/2023	01/07/2024	Yes
236	Enablement Services - long-term	Retender	Adult Social Care	£ 27,500,000	No	3 years + 24 months	01/11/2024	01/09/2024	No
237	Enablement Services Retender (teckal)	Retender	Adult Social Care	£ 25,000,000	No	1 year + 12 months	01/11/2024	01/04/2024	No
238	Extension to Your Choice Barnet contracts	Extension	Adult Social Care	£ 25,000,000	No	3 years + 24 months	01/04/2024	01/04/2024	Yes
239	Day services - Approved Providers	New Procurement	Adult Social Care	£ 25,000,000	No	3 years + 24 months	01/04/2024	01/11/2024	N/A
240	Integrated Community Equipment Service	New Procurement	Adult Social Care	£ 21,100,000	No	3 years + 2 years	01/04/2024	TBC	No
241	Nursing blocks	New Procurement	Adult Social Care	£ 15,000,000	No	3 years + 24 months	01/04/2024	31/05/2024	N/A
242	Respite services	New Procurement	Adult Social Care	£ 15,000,000	No	3 years + 24 months	01/04/2024	01/09/2024	N/A
243	Respite services approved provider list	New Procurement	Adult Social Care	£ 15,000,000	No	3 years + 24 months	01/04/2024	01/09/2024	N/A
244	Cheshir Extra Care Scheme	New Procurement	Adult Social Care	£ 13,000,000	No	5 years + 24 months	12/01/2023	11/01/2024	No
245	Specialist Accommodation and Support (provision for reopening of APL)	New Procurement	Adult Social Care	£ 10,000,000	No	3 years	01/04/2024	01/09/2024	N/A
246	Ansell Court Extra Care (extension) care and support	Extension	Adult Social Care	£ 10,000,000	No	5 years +24 months	01/08/2023	11th Feb 2024	Yes
247	Ansell Court Extra Care (re-tender) care and support	Retender	Adult Social Care	£ 10,000,000	No	5 years +24 months	01/08/2023	11th Feb 2024	Yes
248	Extra Care Housing Support Provider for Wood Court	Retender	Adult Social Care	£ 6,745,068	No	4 years + 12 months	08/01/2023	06/01/2024	No
249	Care Technology (Digital Switchover)	New Procurement	Adult Social Care	£ 5,000,000	No	2 years	03/01/2024	03/01/2024	Yes
250	Support for Physical and Sensory Impairments	New Procurement	Adult Social Care	£ 5,000,000	No	3 years + 24 months	01/04/2024	01/09/2024	No
251	Specialist Accommodation and Support - SRS	Extension	Adult Social Care	£ 4,000,000	No	1 year	01/04/2024	01/09/2024	Yes
252	Mental Health Community Rehabilitation Supported Accommodation	New Procurement	Adult Social Care	£ 3,600,000	No	3 years + 24 months	01/04/2024	01/04/2024	N/A
253	Extra Care Housing Support Provider for Wood Court	Extension	Adult Social Care	£ 3,131,880	No	4 years + 12 months	10/01/2023	06/01/2024	Yes
254	Discharge to assess, community services, nursing and complex care	New Procurement	Adult Social Care	£ 3,000,000	No	2 years + 24 months	01/04/2023	31/03/2024	No
255	Prevention and progression support, employment and day opportunities LD and Autism	New Procurement	Adult Social Care	£ 3,000,000	No	2 years + 24 months + 24 months	01/04/2024	01/11/2024	N/A
256	Specialist Autism support	New Procurement	Adult Social Care	£ 2,500,000	No	3 years + 24 months	01/04/2024	01/09/2024	N/A
257	Supported Employment Advisors / Approved Providers	New Procurement	Adult Social Care	£ 2,500,000	No	3 years + 24 months	01/04/2024	01/11/2024	N/A
258	Neighbourhood Services Older Adults	Retender	Adult Social Care	£ 2,475,000	No	3 years + 12 months + 12 months	01/10/2024	01/09/2024	No
259	Housing Related Services - generic and specialist MH	Retender	Adult Social Care	£ 2,200,000	No	3 years + 24 months	01/09/2024	01/02/2025	No
260	Live-in Care	New Procurement	Adult Social Care	£ 2,000,000	No	2 years + 12 months	01/01/2024	04/01/2024	N/A
261	Specialist Homecare for LD / autism / MH	New Procurement	Adult Social Care	£ 2,000,000	No	3 years + 24 months	01/04/2024	01/07/2024	N/A
262	Specialist Homecare for LD / autism / MH approved provider list	Variation	Adult Social Care	£ 2,000,000	No	3 years + 24 months	01/04/2024	01/07/2024	N/A
263	Wellbeing Service development	New Procurement	Adult Social Care	£ 1,500,000	No	3 years + 24 months	01/04/2024	01/01/2025	N/A
264	Enablement Services (additional short-term provider - part 1)	Retender	Adult Social Care	£ 1,274,000	No	1 year	01/11/2024	22/05/2024	No
265	Enablement Services (additional short-term providers - part 2)	Retender	Adult Social Care	£ 1,274,000	No	1 year	01/11/2024	01/09/2024	No
266	emarketplace and supporting self directed support	New Procurement	Adult Social Care	£ 1,250,000	No	3 years + 24 months	01/04/2024	01/04/2025	N/A
267	Liberty Protection Safeguards (LPS)	Variation	Adult Social Care	£ 1,200,000	No	3 years + 24 months	01/04/2024	01/09/2024	N/A
268	Third Party ASC Debt Recovery	New Procurement	Adult Social Care	£ 1,200,000	No	3 Year + 24 months	01/04/2024	01/04/2024	N/A
269	Dementia Community Services	Extension	Adult Social Care	£ 1,090,000	No	3 years + 24 months	01/04/2024	01/09/2024	Yes
270	Approved List BI Assessors & MH Assessors (DOLS)	Retender	Adult Social Care	£ 1,019,698	No	3 years + 24 months	01/04/2024	01/04/2025	No
271	Adult Social Care Deep Cleaning Services	Retender	Adult Social Care	£ 1,000,000	No	3 years + 24 months	01/04/2024	01/07/2024	Yes
272	Learning Disabilities (LD) Enablement	New Procurement	Adult Social Care	£ 1,000,000	No	3 years + 12 months	01/04/2024	01/09/2024	N/A
273	Mental Health enablement / assertive outreach	New Procurement	Adult Social Care	£ 1,000,000	No	3 years + 24 months	01/04/2024	01/01/2025	N/A
274	Mental Health enablement / assertive outreach approved provider list	Variation	Adult Social Care	£ 1,000,000	No	3 years + 24 months	01/04/2024	01/01/2025	N/A
275	Crisis intervention - Mental Health (MH)	New Procurement	Adult Social Care	£ 1,000,000	No	3 years + 24 months	01/04/2024	01/04/2025	N/A
276	Transition support - Mental Health (MH)	New Procurement	Adult Social Care	£ 1,000,000	No	3 years + 24 months	01/04/2024	01/04/2025	N/A
277	Waking night home and community support services - adding to homecare APL	Variation	Adult Social Care	£ 1,000,000	No	3 years + 24 months	01/04/2024	01/08/2024	N/A
278	Passenger Transport Assistant Service	New Procurement	Adult Social Care	£ 1,000,000	No	3 years + 24 months	01/04/2024	01/04/2024	Yes
279	Deep clean service	Retender	Adult Social Care	£ 1,000,000	No	3 years + 24 months	01/04/2024	03/12/2024	Yes
280	Assistive technology for learning disabilities and autism	New Procurement	Adult Social Care	£ 1,000,000	No	3 years + 24 months	01/04/2024	01/09/2024	N/A
281	Autism support	New Procurement	Adult Social Care	£ 1,000,000	No	3 years + 24 months	01/04/2024	01/09/2024	N/A
282	Direct Payment Managed Accounts Payroll	New Procurement	Adult Social Care	£ 1,000,000	No	3 Year + 24 months	01/04/2024	01/04/2024	N/A
283	Support and maintenance of Case management system	Extension	Adult Social Care	£ 875,000	No	3 Year + 24 months	01/04/2024	01/09/2024	Yes
284	CM 2000 (Electronic monitoring and call management software)	Retender	Adult Social Care	£ 847,000	No	3 years + 12 months + 12 months	11/01/2024	01/08/2024	Yes

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285	Pre-paid Cards supporting Adults Services delivery	New Procurement	Adult Social Care	£ 750,000	No	5 years	01/04/2024	01/09/2024	No
286	Deep clean service	Extension	Adult Social Care	£ 700,000	No	1 year + 12 months	01/04/2024	03/12/2024	Yes
287	Healthwatch	Extension	Adult Social Care	£ 607,394	No		01/04/2024	01/04/2024	No
288	Adults Transformation Expertise	New Procurement	Adult Social Care	£ 500,000	No	1 year + 12 months	01/04/2024	01/07/2024	N/A
289	Waking night response service	New Procurement	Adult Social Care	£ 500,000	No	1 year + 12 months	01/04/2023	01/09/2023	No
290	ASC debt support	New Procurement	Adult Social Care	£ 500,000	No	3 Year + 24 months	01/04/2024	01/09/2024	N/A
291	Services for people with visual impairments	New Procurement	Adult Social Care	£ 200,000	No	3 years	01/04/2024	01/11/2024	N/A
292	Digital systems consultancy	New Procurement	Adult Social Care	£ 200,000	No	1 year + 12 months	01/04/2024	01/09/2024	No
293	Neighbourhood approaches	New Procurement	Adult Social Care	£ 200,000	No	1 year + 12 months	01/04/2024	01/09/2024	No
294	Housing First	New Procurement	Adult Social Care	£ 200,000	No	1 year + 12 months	01/04/2024	01/09/2024	No
295	Shared Lives Service Development	New Procurement	Adult Social Care	£ 180,000	No	0.5 years + 6 months	04/01/2024	01/07/2024	N/A
296	Specialist Learning Disabilities (LD) Practice Development	New Procurement	Adult Social Care	£ 150,000	No	1 year	01/04/2024	01/04/2024	N/A
297	Training for mentoring / coaching	New Procurement	Adult Social Care	£ 125,000	No	3 Year + 24 months	01/04/2024	01/07/2024	N/A
298	Recruitment	New Procurement	Adult Social Care	£ 100,000	No	2 year + 12 months	01/04/2024	01/07/2024	N/A
299	Caspar case management system	Retender	Adult Social Care	£ 83,500	No	3 years + 24 months	01/04/2024	01/03/2025	No
300	Barnet Pound Consultancy	New Procurement	Adult Social Care	£ 80,000	No	6 months	01/01/2024	01/01/2024	Yes
301	Policy & procedure manual / system	Retender	Adult Social Care	£ 64,700	No	2 years + 24 months	01/04/2024	26/07/2024	No
302	Minor Works	New Procurement	Adult Social Care	£ 50,000	No	3 years + 24 months	01/04/2024	01/07/2024	No
Adults & Health - Greenspaces & Leisure									
303	Parks and Open Spaces Infrastructure (Including but not limited to; Play Area Construction, 3G Pitches, Fencing, Hard Surfacing etc)	New Procurement	Green Spaces and Leisure	£ 10,000,000.00	Yes	3 year + 12 months	01/04/2024	01/09/2024	No
304	Rushgrove Park - Construction	New Procurement	Green Spaces and Leisure	£ 3,000,000.00	Yes	2 years	08/01/2024	01/02/2024	N/A
305	Heybourne Park - Construction	New Procurement	Green Spaces and Leisure	£ 3,000,000.00	Yes	2 years	08/01/2024	01/02/2024	N/A
306	Delivery of Parks and Open Spaces Strategy - Professional Services (including but not limited to; Event Management and Support, Master Plan designs, Parks Patrols, Strategy and Policy review and writing and other professional services that support the development and management of parks and open spaces)	New Procurement	Green Spaces and Leisure	£ 1,800,000.00	No	2 year	01/04/2024	01/09/2024	No
307	Horticultural supply and service contracts	New Procurement	Green Spaces and Leisure	£ 1,000,000.00	No	3 year + 12 months	01/04/2024	01/09/2024	No
308	Heybourne Park - Multidisciplinary teams	New Procurement	Green Spaces and Leisure	£ 525,000.00	Yes	2 years	08/01/2024	01/02/2024	N/A
309	Rushgrove Park - Multidisciplinary teams	New Procurement	Green Spaces and Leisure	£ 500,000.00	No	2 years	08/01/2024	01/02/2024	N/A
310	Rushgrove Park - Surveys	New Procurement	Green Spaces and Leisure	£ 100,000.00	No	1 year	08/01/2024	01/02/2024	N/A
311	Heybourne Park - Surveys	New Procurement	Green Spaces and Leisure	£ 100,000.00	No	1 year	08/01/2024	01/02/2024	N/A
312	Fit & Active Barnet: Physical Activity Intervention	New Procurement	Green Spaces and Leisure	£ 180,000	No	2 year + 12 months	01/04/2024	01/04/2024	No
313	Consultancy Services: Leisure Management	New Procurement	Green Spaces and Leisure	£ 180,000	No	1 year + 12 months	01/04/2024	01/04/2024	No
314	Consultancy Services: West Hendon Playing Fields	New Procurement	Green Spaces and Leisure	£ 180,000	No	1 year + 12 months	01/04/2024	01/04/2024	No
315	Fit & Active Barnet: Campaign	New Procurement	Green Spaces and Leisure	£ 50,000	No	1 year + 12 months	01/04/2024	01/04/2024	No
Public Health & Prevention									
316	Healthy Child Programme: Health Visiting, School Nursing, Oral health promotion, Healthy weight nurses and Infant feeding peer support	New Procurement	Start and Grow Well Team	£ 32,500,000.00	No	3 Years + 12 months + 12 months	01/11/2023	01/04/2024	Yes
317	Integrated Sexual Health Service for North Central London (NCL)- Barnet, Camden, Islington and Haringey. To Include specific Barnet Borough additional services; Emergency Hormonal Contraception (EHC-Community Pharmacies), and Long Acting Reversible Contraception (LARC-General Practices).	Retender	Healthy Behaviour Commissioning Team	£ 3,700,000.00	No	5 + 12 months + 12 months + 12 months	01/01/2024	07/01/2025	No
318	Integrated Substance Misuse Prevention, Treatment and Recovery Service for Young People and Adults	Retender	Healthy Behaviour Commissioning Team	£ 3,046,000.00	No	3 years + 24 months	04/01/2024	04/01/2025	No
319	Healthy Early years Healthy Schools PSHE	Extension	Start and Grow Well Team	£ 496,800.00	No	2 years + 12 months	03/01/2024	31/7/2024	Yes
320	Young people sexual health education and relationship support	Retender	Start and Grow Well Team	£ 300,000.00	No	2 years + 12 months	01/01/2024	11/01/2024	No
321	Community Health Screening	Retender	Living and Ageing Well Team	£ 100,000.00	No	1 year	01/01/2024	01/05/2024	No
322	School Staff Wellbeing Service	Retender	Start and Grow Well Team	£ 100,000.00	No	2 years + 12 months	15/10/2024	05/01/2024	No
323	School Peer Mental Health Champions	Extension	Start and Grow Well Team	£ 80,000.00	No	1 year + 12 months	01/05/2024	01/09/2024	No
324	CVDPrev Healthy Hearts Peer Support Project	Extension	Living and Ageing Well Team	£ 54,890.00	No	1 year	01/01/2024	01/06/2024	No
325	Mental Health Awareness Training for School Communities	New Procurement	Start and Grow Well Team	£ 30,000.00	No	1 year	15/10/2024	04/01/2024	No
Public Health & Prevention - SHaW									
326	Medigold-Occupational health provider	New Procurement	SHaW (Safety Health and Wellbeing)	£ 70,000.00	No	3 years + 24 months	01/01/2024	01/10/2024	No

No.	Contract Name / description	Procurement Type (Please Select)	Delivery Unit/Service Area	TOTAL CONTRACT VALUE including extensions i.e. annual cost of contract x period of contract + extension period	Subject to additional authorisation in accordance with CPRs 4.3 As determined by/to be determine by Cabinet/Portfolio Lead Member/Director/Capital Strategy Board	Contract Term in Years (Initial Contract Term in Years plus any extensions in months (e.g. 1 year + 12 months) Please note this must align with total contract value (column H) to confirm authorisation to proceed	Procurement Start Date (dd-mm-yyyy) [to be clearly identified if procurement activity will commence prior to April 2024]	Start date of new contract or extension (dd-mm-yyyy)	Extension available in current contract and not already exercised (Yes/No)
Annual Procurement Forward Plan 2025-2026									
Customer & Place - Highways									
1	Construction of Stoneyfields and Edgewarebury park-Action for Silk Stream	New Procurement	Highways and Transportation	£ 1,000,000	Yes	1 year + 12 months	01/04/2025	01/09/2025	No
2	Construction of Childs Hill CDA scheme 2	New Procurement	Highways and Transportation	£ 1,000,000	Yes	1 year + 12 months	01/04/2025	01/09/2025	No
3	Construction of Friern Barnet CDA	New Procurement	Highways and Transportation	£ 900,000	Yes	1 year + 12 months	01/04/2025	01/09/2025	No
4	Construction of Longmore CDA	New Procurement	Highways and Transportation	£ 500,000	No	1 year + 12 months	01/04/2025	01/09/2025	No
5	Construction of Underhill CDA	New Procurement	Highways and Transportation	£ 500,000	No	1 year + 12 months	01/04/2025	01/09/2025	No
Customer & Place - Estates - Print									
6	MFD Contract	Retender	Print and Mail	£ 1,000,000	No	3 Years + 12 months + 12 months	01/04/2025	01/12/2025	No
Resources - Finance Exchequer									
7	Empty Homes Review	Retender	Exchequer	£ 700,000	No	3 years	01/11/2025	20/03/2026	No
8	Debt Collection Contract	Extension	Exchequer	£ 40,000	No	2 years + 12 months + 12 months	01/06/2025	01/11/2025	Yes
Resources - Human Resources									
9	Temporary & Permanent Agency Solution	New Procurement	Human Resources	£ 72,000,000	Yes	4 years	01/09/2024	01/09/2025	No
10	Pre-employment checks	New Procurement	Human Resources	£ 84,000	No	1 year + 12 months + 12 months	01/01/2025	01/09/2025	No
Assurance									
11	Enigma	Extension	Counter Fraud & Community Safety	£ 1,553,991	No	3 Years + 24 months	01/03/2025	02/09/2025	Yes
12	DSSL	Extension	Counter Fraud & Community Safety	£ 1,482,834	No	3 Years + 12 months + 12 months	01/07/2024	20/01/2026	Yes
13	180 Consultant	Extension	Internal Audit	£ 213,000	No	3 Years + 12 months + 12 months	01/02/2025	01/09/2025	Yes
14	ECINS	New Procurement	Counter Fraud & Community Safety	£ 200,400	No	4 Years	01/09/2025	01/04/2026	No
15	Store a file	New Procurement	Business Development	£ 90,000	No	1 Year + 12 months	01/09/2024	01/08/2025	No
Children's Services - Libraries Services									
16	eBooks	Retender	Libraries	£ 160,000	No	2year + 24 months	01/02/2025	01/09/2025	No
17	eAudiobooks	Retender	Libraries	£ 160,000	No	2year + 24 months	01/02/2025	01/09/2025	No
18	Stock: Large Print	Retender	Libraries	£ 30,000	No	4 years	01/02/2025	01/04/2025	No
19	Stock: Audiobook	Retender	Libraries	£ 30,000	No	5 years	01/02/2025	01/04/2025	No
20	Classical Music Streaming service	Retender	Libraries	£ 25,000	No	1 year + 12 months	01/12/2025	08/03/2025	No
21	Popular Music Streaming Service	Retender	Libraries	£ 25,000	No	1 year + 12 months	01/06/2025	15/09/2025	No
Annual Procurement Forward Plan 2026-2027									
Resources - Finance Exchequer									
1	AP Scanning Solution	Extension	Exchequer	£ 126,000	No	3 years + 24 months	01/04/2026	28/07/2026	Yes
Assurance									
2	Cross Council Assurance Service (CCAS) Lot 1, 2 & 4	New Procurement	Internal Audit	£ 75,000,000	No	4 Years + 12 months + 12 months	01/04/2025	01/04/2026	No
3	Cross Council Assurance Service (CCAS) - Lot 3	New Procurement	Internal Audit	£ 75,000,000	No	4 Years + 12 months + 12 months	01/04/2025	01/04/2026	No
4	Various Insurers	New Procurement	Organisation Resilience	£ 8,500,000	No	3 Years + 24 months	01/01/2026	01/10/2026	Yes
5	Hybrid meeting web casting solution	New Procurement	Governance	£ 308,000	No	3 Years + 12 months + 12 months	01/01/2026	01/02/2027	No
6	180 Consultant	New Procurement	Internal Audit	£ 213,000	No	3 Years + 12 months	01/02/2025	01/09/2026	No
7	Modern.Gov	New Procurement	Governance	£ 83,957	No	3 Years + 12 months + 12 months	01/02/2026	23/02/2027	No
Children's Services - Libraries Services									
8	Stock: (Books and AV)	Extension	Libraries	£ 1,800,000	No	2 years + 12 months	01/04/2026	31/03/2028	Yes
9	Additional stock and works	New Procurement	Libraries	£ 200,000	No	1 year	01/04/2026	01/05/2028	No
10	Artist in residence	New Procurement	Libraries	£ 30,000	No	3 years	01/01/2026	01/03/2028	No

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Cabinet

	
Title	Integrated Community Equipment - Direct award service provision to the London Consortium via a waiver of the contract procedure rules
Date of Decision	12 December 2023
Report of	Dawn Wakeling, Executive Director – Adults and Health
Wards	All
Status	Public
Urgent	No
Appendices	Appendix A – Delegated Powers Report - Community Equipment
Officer Contact Details	<p>Muyi Adekoya, Head of Commissioning for Older Adults & Integrated Care muyi.adekoya@barnet.gov.uk</p> <p>Conor Maguire, Health & Social Care Commissioner conor.maguire@barnet.gov.uk</p>
Summary	
<p>Barnet and Brent Councils along with North Central London (NCL) and North West London (NWL) Integrated Care Boards (ICBs) commissioned integrated community equipment service from Millbrook Healthcare via a framework managed by the London Borough of Barnet. The total contract value was circa £16.1m with an annual contract value £3.2m, variable, dependant on activity.</p> <p>Millbrook Healthcare were awarded the current contract on 1st September 2021 for four years following a competitive tender process. The COVID pandemic adversely affected the providers ability to source equipment resulting in the development of a backlog of referrals for service deliverables to residents.</p> <p>On 1st March 2023 Millbrook Healthcare formally confirmed their intentions to exit the current contract; a contract end date of 31st July 2023 was agreed by all parties.</p> <p>Commissioners subsequently liaised with procurement, legal and carried out detailed market research regarding alterative service providers. Following this the decision was taken in June 2023 to join the London Consortium integrated equipment service framework via a waiver of contract procedure rules; the equipment provider is NRS Healthcare.</p>	

Decisions

- 1. To note the decision taken under delegated powers to agree a waiver of the Contract Procedure Rules pursuant to Contract Procedure Rules 12.2 to authorise the direct award of the Integrated Community Equipment contract to the London Consortium framework at an annual contract value of £3.2m, effective 1st August 2023**

1. Reasons for the Recommendations

- 1.1 LBB has a statutory duty to meet the care needs of vulnerable adults and children, within the borough, who have special health and social care needs in relation to equipment supply. This provision is based on assessment of need. Adults Social Care is required, in partnership with NCL ICB (where necessary), to provide this equipment.
- 1.2 Community equipment is a key enabler for both the council and the North Central London Integrated Care Board (NCL ICB), supporting the delivery of both statutory requirements and services as well as key outcomes.
- 1.3 On 1st March 2023 Millbrook Healthcare formally confirmed their intentions to exit the current contract; a contract end date of 31st July 2023 was agreed by all parties.
- 1.4 Following this, the decision was taken under delegated powers to join the London Consortium integrated equipment service framework via a waiver of the contract procedure rules, effective 1st August 2023.
- 1.5 As per 12.2 of the Contract Procedure Rules, Approved Officers may take decisions on emergency matters (i.e., an unexpected occurrence requiring immediate action) in consultation with the Leader providing they report to the next available Cabinet meeting.
- 1.6 As required under the Contract Procedure Rules, this decision is presented to this meeting of cabinet for noting.

2. Alternative Options Considered and Not Recommended

- 2.1 n/a – these are provided in the main report (Appendix 1)

3. Post Decision Implementation

- 3.1 Following approval to award this contract Commissioners and the Care Quality team oversee the Mobilisation of the new service which commenced on the 1st August 2023.
- 3.2 Due to the framework nature of the Consortium, overall service delivery is managed centrally by the Consortium commissioning team in the Royal Borough of Kensington and Chelsea however local performance of the service will be monitored continuously through the Care Quality Team monitoring process.
- 3.3 The Council's Care Quality Team will continue to work closely with the service provider to ensure that it consistently delivers a high- quality service to the residents in Barnet. This will include regular service reviews as part of proactive performance management.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

4.1 This decision supports the following Council's corporate priorities as expressed through the Corporate Plan for 2023-2026, which sets out the vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity, to make sure Barnet is a place:

- Of opportunity, where people can further their quality of life;
- Where people are helped to help themselves, recognising that prevention is better than cure;
- Where responsibility is shared, fairly; and
- Where services are delivered efficiently to get value for money for the taxpayer.

Corporate Performance / Outcome Measures

4.2 N/A

Sustainability

4.3 N/A

Corporate Parenting

4.4 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. This decision has no implications for the council's corporate parenting obligations.

Risk Management

4.5 The risks of not implementing this decision include:

- Failure to approve the waiver will require a full procurement, which will not be completed in time for a new provider is able to deliver the service before the current contract ends. This will see people placed at risk as their equipment orders will not be fulfilled.
- Reputational damage – allowing the current contract to expire without a new contract in place to continue delivering a services result in reputational damage to the Council and the ICB.

Insight

4.6 The provision of Community Equipment is consistent with the council's strategic objectives. The recommended waiver will ensure the service continues to meet the needs of Barnet residents by supporting them to regain and maintain their independence, thereby enabling them to live fuller lives within the community.

Social Value

- 4.7 The Public Services (Social Value) Act 2012 requires that consideration is given for above threshold (currently £213,477) service contracts to secure benefits for the community, environment and value for money for the London Borough of Barnet as follows:
- How what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area; and
 - How, in conducting the process of procurement, it might act with a view to securing that improvement.
- 4.8 Integrated community equipment services are of direct benefit to the community by improving the wellbeing and independence of residents

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

- 5.1 The costs of the service are met from the existing integrated community equipment budget, estimated to be £3.2m gross per annum, dependent on demand and the share of equipment recharged to NCL ICB.
- 5.2 There are additional costs associated with joining the London Consortium. These include a one-off joining fee of £37,000 and an annual membership fee which for 2022/23 was £9,450. *(The annual membership fee is currently being reviewed and will change if the review recommendations are accepted, until then the membership fees will attract an annual inflationary uplift).* The membership fee funds the activity of the central Consortium commissioning team.
- 5.3 The London Consortium have confirmed that there are no additional management fees associated with joining the consortium. There may be additional costs associated with tackling the backlog as a priority in the first 30 days of the new service being in place. These costs are dependent on the size of the backlog at the time of transition from Millbrook to the Consortium.

6. Legal Implications and Constitution References

- 6.1 In accordance with 5.4 of the Contract Procedural Rules, where the Council accesses an existing Framework Agreement, the Framework Agreement terms and conditions of contract will be used, amended as appropriate as permitted by the Framework Agreement. Before entering into a Framework Agreement, due diligence check must be carried out to demonstrate that the Council can lawfully access the Framework Agreement.
- 6.2 The London Consortium framework ('the Framework') is a compliantly procured framework which has been established in compliance with the Public Contract Regulations 2015. The Framework is available for the local authorities who are existing or may become future members of the London Community Equipment Consortium. As a consortium member, the Council will be entitled to call-off from the Framework.
- 6.3 As per 12.2 of the Contract Procedure Rules, Approved Officers may take decisions on emergency matters (i.e., an unexpected occurrence requiring immediate action) in consultation with the Leader providing they report to the next available Cabinet meeting.

6.4 As required under the Contract Procedure Rules, a copy of the decision taken under delegated powers to agree the waiver is now being reported to this Cabinet meeting.

6.5 The authority sought by the delegated powers report and this Cabinet report complies with the Council's Contract Procedure Rules and the Public Contract Regulations 2015.

7. Consultation

7.1 Not applicable

8. Equalities and Diversity

8.1 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:

- 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.

8.2 Council officers will utilise the available contractual levers to ensure that providers and suppliers abide by the statutory requirements of the Equality Act 2010 by integrating considerations of equality into day business and keeping them under review in decision-making, the design of policies and the delivery of services.

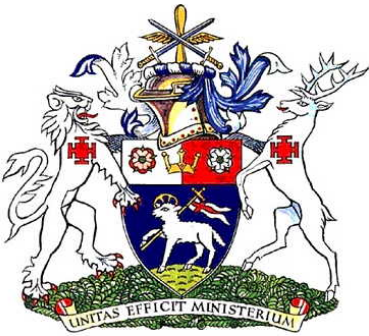
8.3 The London Consortium service provider was required to demonstrate their compliance with the Equality Act 2010 as part of the tender process.

8.4 An Equalities Impact Assessment is not required.

9. Background Papers

9.1 None

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	<h2>Action Taken Under Delegated Powers</h2>
<p style="text-align: center;">Title</p>	<p>Integrated Community Equipment – Request to direct award service provision to the London Consortium via a waiver of the contract procedure rules</p>
<p style="text-align: center;">Date of Decision</p>	<p>15th June 2023</p>
<p style="text-align: center;">Report of</p>	<p>Dawn Wakeling, Executive Director – Adults and Health</p>
<p style="text-align: center;">Wards</p>	<p>All</p>
<p style="text-align: center;">Status</p>	<p>Public</p>
<p style="text-align: center;">Urgent</p>	<p>Yes – Community Equipment is a statutory service, and the current provider has served notice to end their contract on 31st July 2023</p>
<p style="text-align: center;">Appendices</p>	<p>None</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Muyi Adekoya, Head of Commissioning for Older Adults & Integrated Care muyi.adekoya@barnet.gov.uk</p> <p>Conor Maguire, Health & Social Care Commissioner conor.maguire@barnet.gov.uk</p>
<h3>Summary</h3>	
<p>Barnet and Brent Councils along with North Central London (NCL) and North West London (NWL) Integrated Care Boards (ICBs) commission the current integrated community equipment service from Millbrook Healthcare via a framework managed by the London Borough of Barnet. The total contract value is circa £16.1m with an annual contract value £3.2m, variable, dependant on activity.</p> <p>Millbrook Healthcare were awarded the current contract on 1st September 2021 for four years following a competitive tender process. The COVID pandemic adversely affected the providers ability to source equipment resulting in the development of a backlog of referrals for service deliverables to residents.</p> <p>On 1st March 2023 Millbrook Healthcare formally confirmed their intentions to exit the current contract; a contract end date of 31st July 2023 was agreed by all parties.</p> <p>Commissioners subsequently liaised with procurement, legal and carried out detailed market research regarding alterative service providers; the recommendation is that the Council, via waiver of contract</p>	

procedure rules, join the London Consortium integrated equipment service framework; the equipment provider is NRS Healthcare.

Decisions

- 1. To approve a waiver of the Contract Procedure Rules pursuant to Contract Procedure Rules 12.2 to authorise the direct award of the Integrated Community Equipment contract to the London Consortium framework at an annual contract value of £3.2m, effective 1st August 2023**

1. Reasons for the Recommendations

- 1.1 LBB has a statutory duty to meet the care needs of vulnerable adults and children, within the borough, who have special health and social care needs in relation to equipment supply. This provision is based on assessment of need. Adults Social Care is required, in partnership with NCL ICB (where necessary), to provide this equipment.
- 1.2 Community equipment is a key enabler for both the council and the North Central London Integrated Care Board (NCL ICB), supporting the delivery of both statutory requirements and services as well as key outcomes.
- 1.3 Brent and Barnet Councils along with NCL/NWL ICBs commission the current integrated community service from Millbrook Healthcare via a framework managed by the London Borough of Barnet.
- 1.4 Millbrook Healthcare were initially awarded a contract on 1st August 2017 and subsequently awarded a new contract on 1st September 2021 for a further four (4) years through a competitive tender process.
- 1.5 Following a series of meetings to discuss contract compliance due to delays in delivering orders and ongoing supply and stock issues, the council issued an amber default notice to Millbrook Healthcare on 11th May 2022. This was followed by a red default notice on 22nd August 2022 and subsequent financial penalties, as per the terms of the contract.
- 1.6 On 25th January 2023 Millbrook Healthcare informed all parties that they could no longer deliver the service as agreed at the outset of the contract and indicated their intention to exit the contract at the conclusion of a six-month transition period.
- 1.7 On 1st March 2023 Millbrook Healthcare confirmed their intentions to exit in writing and proposed a contract end date of 31st July 2023 which was agreed by all parties.
- 1.8 The six-months' notice provided by Millbrook Healthcare did not allow for sufficient time to complete a compliant competitive procurement process to tender the service.
- 1.9 Commissioners conducted market research to identify possible alternative community equipment providers who could mobilise and deliver the service in time to ensure service continuity from 1st August 2023 and the conclusion of the current contract. Prospective service providers were asked to:
 - complete a pricing schedule to provide indicative costs for their service; information required was based on actual activity levels from the previous contractual year.

- Confirm their property requirements and depot locations, as well as their ability to help the Council address the growing backlog of outstanding equipment orders.

1.10 An options appraisal was presented to the Adult Social Care senior management team and the recommendation was made to join the London Consortium integrated community equipment framework.

2. Alternative Options Considered and Not Recommended

2.1 Do nothing - This option is not recommended as the current contract is ending following Millbrook's notice to exit the contract early (by 31st July 2023) and provision of the Community Equipment service enables the council to fulfil its statutory obligations.

2.2 Complete a full competitive procurement exercise to award a contract for integrated community equipment services. This option is not recommended as the timescales afforded by Millbrook Healthcare's intentions to exit the current contract within six months do not allow for a competitive procurement exercise to take place.

3. Post Decision Implementation

3.1 Following approval to award this contract Commissioners and the Care Quality team will oversee the Mobilisation of the new service which will commence on the 1st August 2023.

3.2 Due to the framework nature of the Consortium, overall service delivery is managed centrally by the Consortium commissioning team in the Royal Borough of Kensington and Chelsea however local performance of the service will be monitored continuously through the Care Quality Team monitoring process.

3.3 The Council's Care Quality Team will continue to work closely with the service provider to ensure that it consistently delivers a high- quality service to the residents in Barnet. This will include regular service reviews as part of proactive performance management.

3.4 A direct award to the recommended provider will provide commissioners with additional time to identify and evaluate alternative options for the future of the community equipment service in Barnet.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

4.1 This decision supports the following Council's corporate priorities as expressed through the Corporate Plan for 2023-2026, which sets out the vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity, to make sure Barnet is a place:

- Of opportunity, where people can further their quality of life;
- Where people are helped to help themselves, recognising that prevention is better than cure;
- Where responsibility is shared, fairly; and
- Where services are delivered efficiently to get value for money for the taxpayer.

Corporate Performance / Outcome Measures

4.2 N/A

Sustainability

4.3 N/A

Corporate Parenting

4.4 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. This decision has no implications for the council's corporate parenting obligations.

Risk Management

4.5 The risks of not implementing this decision include:

- Failure to approve the waiver will require a full procurement, which will not be completed in time for a new provider is able to deliver the service before the current contract ends. This will see people placed at risk as their equipment orders will not be fulfilled.
- Reputational damage – allowing the current contract to expire without a new contract in place to continue delivering a services result in reputational damage to the Council and the ICB.

Insight

4.6 The provision of Community Equipment is consistent with the council's strategic objectives. The recommended waiver will ensure the service continues to meet the needs of Barnet residents by supporting them to regain and maintain their independence, thereby enabling them to live fuller lives within the community.

Social Value

4.7 The Public Services (Social Value) Act 2012 requires that consideration is given for above threshold (currently £213,477) service contracts to secure benefits for the community, environment and value for money for the London Borough of Barnet as follows:

- How what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area; and
- How, in conducting the process of procurement, it might act with a view to securing that improvement.

4.8 Integrated community equipment services are of direct benefit to the community by improving the wellbeing and independence of residents

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

- 5.1 The costs of this service will be met from the existing integrated community equipment budget, estimated to be £3.2m gross per annum, dependent on demand and the share of equipment recharged to NCL ICB.
- 5.2 There are additional costs associated with joining the London Consortium. These include a one-off joining fee of £37,000 and an annual membership fee which for 2022/23 was £9,450. *(The annual membership fee is currently being reviewed and will change if the review recommendations are accepted, until then the membership fees will attract an annual inflationary uplift)*. The membership fee funds the activity of the central Consortium commissioning team.
- 5.3 The London Consortium have confirmed that there are no additional management fees associated with joining the consortium. There may be additional costs associated with tackling the backlog as a priority in the first 30 days of the new service being in place. These costs are dependent on the size of the backlog at the time of transition from Millbrook to the Consortium.

6. Legal Implications and Constitution References

- 6.1 In accordance with 5.4 of the Contract Procedural Rules, where the Council accesses an existing Framework Agreement, the Framework Agreement terms and conditions of contract will be used, amended as appropriate as permitted by the Framework Agreement. Before entering into a Framework Agreement, due diligence check must be carried out to demonstrate that the Council can lawfully access the Framework Agreement.
- 6.2 The London Consortium framework ('the Framework') is a compliantly procured framework which has been established in compliance with the Public Contract Regulations 2015. The Framework is available for the local authorities who are existing or may become future members of the London Community Equipment Consortium. As a consortium member, the Council will be entitled to call-off from the Framework.
- 6.3 As per 12.2 of the Contract Procedure Rules, Approved Officers may take decisions on emergency matters (i.e., an unexpected occurrence requiring immediate action) in consultation with the Leader providing they report to the next available Cabinet meeting.
- 6.4 As required under the Contract Procedure Rules, a copy of this decision will be reported to the next meeting of cabinet. A copy of this report will also be provided to Procurement and stored on the Council's contract repository.
- 6.5 The authority sought by this report complies with the Council's Contract Procedure Rules and the Public Contract Regulations 2015.

7. Consultation

- 7.1 Not applicable

8. Equalities and Diversity

- 8.1 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:

- 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.

8.2 Council officers will utilise the available contractual levers to ensure that providers and suppliers abide by the statutory requirements of the Equality Act 2010 by integrating considerations of equality into day business and keeping them under review in decision-making, the design of policies and the delivery of services.

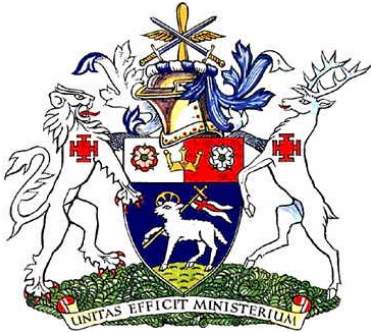
8.3 The London Consortium service provider was required to demonstrate their compliance with the Equality Act 2010 as part of the tender process.

8.4 An Equalities Impact Assessment is not required.

9. Background Papers

9.1 [Decision - Authorisation for Award of Integrated Community Equipment Service \(ICES\) Single Supplier Framework and a call-off contract \(modern.gov.co.uk\)](#)

Cabinet

	
Title	Burnt Oak Residential and Retail Freehold Sales
Date of meeting	12 th December 2023
Report of	Leader of the Council, Cabinet Member for Resources and Effective Council – Councillor Barry Rawlings
Wards	Burnt Oak
Status	Public
Key	Key
Urgent	No
Appendices	Appendix A – Ownership plan Appendix B – Schedule of Properties
Lead Officer	Chris Smith - Assistant Director of Estates and Decarbonisation Chris.smith@barnet.gov.uk
Officer Contact Details	Andrew Cadge – Asset Manager (Estates) Andrew.cadge@barnet.gov.uk
Summary	
<p>The council owns 24 freehold interests on Burnt Oak Broadway and Watling Avenue. These are almost all subject to 99 year long leases at rents of less than £200 pa which expire over the next 6 years. These comprise retail premises at ground floor with residential flats at 1st floor. The long leaseholder either occupies itself or sub-lets all or part to tenants at market rates.</p> <p>The long leaseholders have rights to renew their leases on new 90 year leases at £0 pa rent, subject to the payment of a capital sum up until lease expiry. They may also have rights to enfranchise (i.e. buy the freehold), also subject to payment of a capital sum.</p> <p>Selling the freeholds now would accelerate potential capital receipts, up to an estimated value of £5m. Only one unit, on Watling Avenue has potential strategic value. It is therefore proposed to offer 23 freeholds for sale to the Long Leaseholders and then to the ‘open market’ on proactive basis to bring forward those potential receipts.</p>	

Recommendations

1. That Cabinet approves the strategy to sell the non-strategic freehold interests on Burnt Oak Broadway and Watling Avenue;
2. That Cabinet approves or delegates authority to the Deputy Chief Executive or relevant Chief Officer to approve (as required) to commence the procurement of a sales agent or auctioneer, and also, approves or delegates authority to the Deputy Chief Executive or relevant Chief Officer to approve (as required) to appoint that sales agent or auctioneer and award the contract to allow them to act on the council's behalf in selling these freeholds;
3. That Cabinet delegate authority to the Deputy Chief Executive and/or relevant Chief Officer to accept offers and enter into sale contracts for these freeholds on an individual, or portfolio, or part-portfolio basis. Acceptable offers must be at or above market value or a reserved price at auction to reflect this to be approved by the same officers.

1. Reasons for the Recommendations

- 1.1 The council owns 24 freehold interests on Burnt Oak Broadway and Watling Avenue. These are subject to 99 year leases at rents of less than £200 pa which expire over the next 6 years;
- 1.2 There one exception, whereby a long leasehold was renewed until 2118 at £0 pa following payment of a £120,300 capital premium to the council in 2016;
- 1.3 Historically, freeholds have been sold either following enfranchisement requests by long leaseholders or a pro-active sales strategy in the early 2000s;
- 1.4 The long leaseholders have rights to renew their leases on new 90 year leases at £0 pa rent, subject to the payment of a negotiated capital sum. They may also have rights to enfranchise (i.e. buy the freehold), again subject to a negotiated capital payment. These rights can be claimed at any time prior to lease expiry;
- 1.5 A portfolio review has highlighted that these properties have a considerable asset value, but only produce a minimal income (£950 pa in total across the 24 freeholds). Therefore they do not deliver a good income return for the council;
- 1.6 With the exception of 89-91 Watling Avenue, these properties have been deemed to be non-strategic. Therefore, it is recommended to sell the freeholds, to secure capital receipts and remove a management liability;
- 1.7 Council officers are dealing with two enfranchisement request notices at present (shown in green on plan in Appendix A), and two further long leaseholders have expressed an interest in buying their freeholds, therefore it is considered that there is likely to be good interest from the remaining long leaseholders in buying their freeholds, particularly considering the short time remaining on the leases;
- 1.8 A pro-active strategy should result in capital receipts being brought forward by engaging with long leaseholders, or if no interest then the freeholds can be sold in the open market, potentially at auction;
- 1.9 The terms of sale will include title restrictions to ensure the new freeholders and any sub-tenants have to comply with clauses on shopfront appearance and signage, and co-operate with

any council-led initiative on these matters. This should ensure visual improvements to the street scene in the future;

- 1.10 It is estimated that if the 23 non-strategic properties are sold then capital receipts of £5m could be raised. It's possible that some freeholds will not be sold due to offers not meeting valuation levels. These could be sold later but prior to lease expiry or as a combined freehold/long leasehold interest following lease expiry;
- 1.11 **89-91 Watling Avenue** – this is considered to be strategic as it is the council's closest freehold to the underground station and could be demolished/part demolished to enable a cut-through to the proposed development of the Watling Car Park site, behind Watling Avenue. Discussions were held with the long leaseholder to acquire their lease but currently the price being asked makes this non-viable. This long lease will expire in September 2028 in any case. So, this freehold will therefore be retained until that date or the long leaseholder reduces the price to an acceptable level.

2. Alternative Options Considered and Not Recommended

- 2.1 **Do Nothing** – this would result in ad-hoc requests to enfranchise or extend leases from long leaseholders over the next 6 years up to the varying expiry dates. Capital receipts would therefore be received over a number of years with negligible income in the meantime. This would also be an inefficient use of employee resource to manage the process;
- 2.2 **Offer New Long Leasehold and Retain Freeholds** – new long leases of up to 90 years could be offered to the long leaseholders at £0 pa rent, subject to paying a capital sum (i.e. premium). This would produce approx. 90% of the amount of a freehold sale. As freeholds were deemed non-strategic for potential redevelopment then there is little benefit to retaining, raising significantly less capital and receiving no income for a further 90 years.

3. Post Decision Implementation

- 3.1 Long Leaseholders have been invited to register their interest in purchasing the freeholds so they will receive marketing details (when prepared) and be able to enter into negotiations with the council (or appointed sales agent/auctioneer) during the sales process, which may be able to be concluded prior to wider marketing;
- 3.2 Resident tenants of long leaseholds generally have rights of first refusal to enfranchise i.e. purchase freehold. Local Authorities are exempt from this (as an excluded landlord under S.78 of the Landlord and Tenant Act 1987), so legal advice will be sought, to ensure that any correspondence cannot be construed as being a Notice (i.e. offer) on a right of first refusal at any price agreed with another party. The intention is to market the freeholds to all long leaseholders and their sub-tenants anyway, but it will be a simpler process if we use the exemption;
- 3.3 HBPL will be instructed to prepare sales packs for the 23 freeholds and conduct a Land Registry search to check if any there are any additional freeholds to be added to the sale list;
- 3.4 A procurement exercise to appoint a sales agent/auctioneer will take place and a sales strategy determined taking into account feedback from the long leaseholders. The strategy will include

determination of appropriate pricing and market value/reserve level for auctions (if that method is used) so that thresholds for accepting offers are set;

- 3.5 Where offers are received at acceptable levels for one or more freeholds, then the necessary DPRs/Officer Reports will be circulated for approval at the correct level, and HBPL will proceed to a successful sale completion.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

Being an Engaged and Effective Council

- 4.1 Financially Responsible – cost pressures will be managed through prudent financial planning and delivery of the Medium-Term Financial Strategy which resources (including financial) have to be used in the best, most effective way.

Corporate Performance / Outcome Measures

- 4.2 None

Sustainability

- 4.3 Not applicable

Corporate Parenting

- 4.4 Not applicable

Risk Management

- 4.5 It is considered that there are no significant risks associated with following the recommended strategy;
- 4.6 Pro-active approaches to long leaseholders and sub-tenants as well as ward councillor engagement should mitigate resident and community concern to avoid reputational risk to the council;
- 4.7 Fees could be incurred on preparing sales details or abortive marketing/sales process on individual properties, however the anticipated capital receipts (even allowing for abortive transactions or unsold properties) is expected to significantly exceed fees and abortive fees incurred;

Insight

- 4.8 The council has previously sold freehold interests in Burnt Oak, either through the enfranchisement process or entering into voluntary sales process;
- 4.9 Requests from long leaseholders to buy their freeholds continue to be received, suggesting that there would be interest if the opportunity to buy is offered to the remaining long leaseholders;

Social Value

- 4.10 The new freeholders will have greater incentive to enhance these properties when they have control of the freehold interest which could lead to increases in capital value over time.

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

- 5.1 The sale of the 23 freeholds recommended for sale would result in a reduction in income of £838 per annum. This makes a negligible difference to the annual HRA revenue budget;
- 5.2 Capital receipts of approx. £5m could be generated. This estimate will be updated once a sales agent/auctioneer/valuer is appointed;
- 5.3 If the estimated capital receipts were used to reduce borrowing then savings of approx. £375,000 per annum could result. This is based on foregoing associated interest costs and MRP (Minimum Revenue Provision) and compares very favourably with £838 pa income currently generated;
- 5.4 Agency/auctioneer/valuation fees will be incurred. A fee estimate will be provided shortly once discussions with potential partners are initiated as part of the procurement process;
- 5.5 Legal fees will also be incurred. HBPL would act on the council's behalf;
- 5.6 These fees will result in a one-off cost pressure to the Housing and Revenue Account (HRA) budget. There is a risk that some properties may not be sold but fees are incurred in preparing them for sale. The capital receipts overall are expected to significantly exceed fees and abortive fees incurred;
- 5.7 Some sales may complete in 2023/24, but it is expected that the majority will complete in 2024/25, with the associated fees being incurred in the same financial year.

6. Legal Implications and Constitution References

- 6.1 The Council's Constitution, Part 4B1 Table A – Land and Property Transactions Authorisation and Delegated Powers sets out the authorisation requirement for capital disposals of more than £1,000,000 (Report to Cabinet required), or less than £1,000,000 (Cabinet Member-Portfolio Holder, or an approved officer if less than £213,477, unless Less Than Best transaction which must be reported to Cabinet).
- 6.2 Part 2D of the Council's Constitution sets out the Terms of Reference and Delegation of Duties to the Cabinet. These include at clause 4.1 **All Key decisions – namely:** 4.1 an executive decision which is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates.

A decision is significant for the purposes of the above if it involves expenditure or the making of savings of an amount in excess of £1m for capital expenditure or £500,000 for revenue expenditure or, where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the service in question;
- 6.3 Under section 32 of the Housing Act 1985, the consent of the Secretary of State is required for the disposal of premises held for the purposes of part II of the Housing Act 1985, i.e. premises held in the HRA. A General Housing Consent to disposal dated 2013 exists. It gives consent to disposal of houses or flats which are let for such consideration as the authority consider appropriate (other than to an entity in which the authority owns an interest). This is subject to conditions that (1) at least 50% of flats are let to tenants who are qualifying tenants under section 5 Leasehold Reform, Housing & Urban Development Act 1993 – they are so the disposal would be within the General Housing Consent of 2013, and (2) there is a leaseback for 999 years

to the authority of any flats let to a secure, introductory or demoted tenant. “Qualifying tenants” include tenants who bought under the right to buy and tenants for more than 21 years.

- 6.4 The procurement of a sales agent or auctioneer will be subject to the relevant external and internal procurement rules.
- 6.5 If the total estimated value of the services being procured (including any proposed extensions to the subsequent contract) is above £213,447 (inc VAT) then the procurement will be subject to the full conditions of the Public Contracts Regulations 2015 (PCR), meaning a competitive procurement process must take place. If the total estimated value of the services is below this figure, then only aspects of Part 4 of the PCR will need to be complied with.
- 6.6 The level of authority required to approve the procurement will again depend on the total estimated value of the subsequent contract. The relevant level of authorisation can be found in section 13 of Part 4B, Contract Procedure Rules in the Barnet Constitution, please note that authorisation is required at both the Procurement Commencement stage and the Bid Acceptance stage.
- 6.7 The Procurement Method which should be used will also depend on the total estimated value of the subsequent contract. The corresponding methods to the value of spend can also be found in sections 5 and 13 of Part 4B, Contract Procedure Rules in the Barnet Constitution.
- 6.8 Section 5.2 of Part B Contract Procedure Rules states ‘All Procurements for goods and services over £25,000 must be advertised on Contracts Finder within 24 hours of the time when the Procurement is advertised in any other way. Procurement over the tender financial threshold must be advertised since 1 January 2021 in the ‘Find a Tender’ first and then on Contracts Finder. A Contract award notice must also be published on Contracts Finder. Procurement will arrange this through provision of softcopy authorised contract from service area to procurement.’
- 6.9

7. Consultation

- 7.1 No formal consultations have taken place, however the long leaseholders have been informed that the council is considering a sale of the freeholds and have been requested to register any interest in purchasing them with the Estates team.

8. Equalities and Diversity

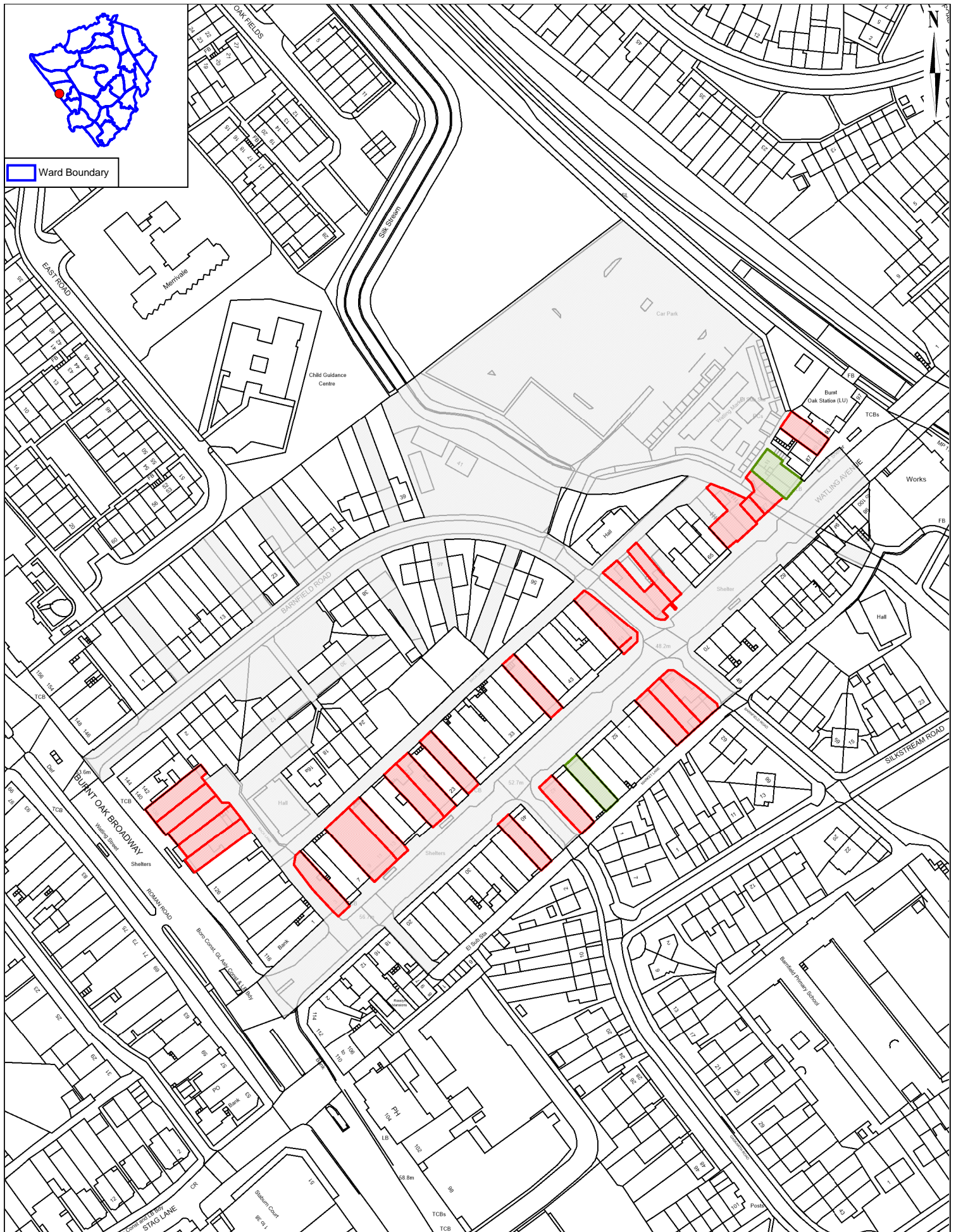
- 8.1 Under the Equality Act 2010, the Council must have due regard to the need to:
- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - b) advance equality of opportunity between those with a protected characteristic and those without;
 - c) promote good relations between those with a protected characteristic and those without.
- The ‘protected characteristics’ referred to are; age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also covers marriage and civil partnership with regards to eliminating discrimination.

The proposed sales are not considered to have any adverse effects on those with protected characteristics.

9. Background Papers

- 9.1 Housing and Growth Committee – 14 June 2021 - Watling Car Park Proposed Approach to Site Disposal <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=10845&Ver=4>

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Drawing Title:
BURNT OAK OWNERSHIP PLAN
BURNT OAK - LBB FREEHOLD SCHEDULE (NON-COMMUNITY ASSETS)

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Legend / Description:

Ward: Burnt Oak
 Drawing No:
 Date: 10/07/23
 Revision: 0.1 Draft

Scale: 1:1,800	Size: A4
Drawn: SA	Checked: AC
Approved: SW	

London Borough of Barnet,
 2 Bristol Avenue,
 Colindale, London, NW9 4EW

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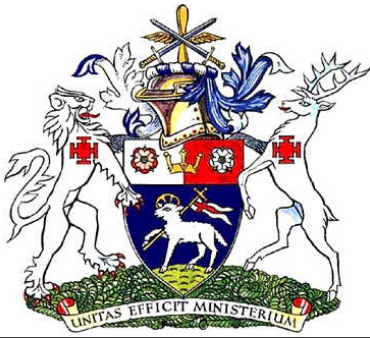
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BURNT OAK - LBB FREEHOLD SCHEDULE (NON-COMMUNITY ASSETS)

Block Title	Shop Number	Postcode	HRA / GF	Leasehold	Leasehold expiry	Current Rent	Strategic Interest?
Burnt Oak Broadway 130	130	HA8 0BB	HRA	99 years	24/03/25	£75	No
Burnt Oak Broadway 132	132	HA8 0BB	HRA	99 years	24/03/25	£25	No
Burnt Oak Broadway 134 & 136	134/136	HA8 0BB	HRA	99 years	24/03/25	£75	No
Burnt Oak Broadway 138	138	HA8 0BB	HRA	99 years	24/03/25	£150	No
Watling Avenue 3	3	HA8 0LQ	HRA	99 years	24/03/25	£20	No
Watling Avenue 9, 11	9-11	HA8 0LQ	HRA	99 years	24/03/25	£40	No
Watling Avenue 13	13	HA8 0LQ	HRA	99 years	24/03/25	£20	No
Watling Avenue 19	19	HA8 0LQ	HRA	99 years	24/03/25	£20	No
Watling Avenue 21	21	HA8 0LJ	HRA	99 years	28/09/28	£19	No
Watling Avenue 25	25	HA8 0LQ	HRA	99 years	23/06/27	£25	No
Watling Avenue 38/40	38/40	HA8 0LR	HRA	99 years	28/09/27	£20	No
Watling Avenue 39	39	HA8 0LF	HRA	99 years	23/06/27	£23	No
Watling Avenue 42	42	HA8 0LT	HRA	99 years	28/09/27	£20	No
Watling Avenue 46	46	HA8 0LT	HRA	99 years	28/09/27	£20	No
Watling Avenue 51	51	HA8 0LF	HRA	99 years	24/03/25	£20	No
Watling Avenue 53,55	53/55	HA8 0LD	HRA	99 years	28/09/29	£42	No
Watling Avenue 57	57	HA8 0LD	HRA	99 years	28/09/28	£40	No
Watling Avenue 58	58	HA8 0LT	HRA	99 years	28/09/27	£20	No
Watling Avenue 60	60	HA8 0LT	HRA	99 years	28/09/27	£20	No
Watling Avenue 62	62	HA8 0LT	HRA	99 years	28/09/27	£20	No
Watling Avenue 69, 71,73,75	69/71/73/75	HA8 0LD	HRA	99 years	28/09/28	£54	No
Watling Avenue 77	77	HA8 0LD	HRA	90 years	28/09/18	Peppercorn	No
Watling Avenue 79, 81-83	81-83	HA8 0LA	HRA	99 years	26/09/28	£70	No
Watling Avenue 89,91	89/91	HA8 0LA	HRA	99 years	26/09/28	£112	Yes - retain
TOTAL						£950	

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AGENDA ITEM 22

Cabinet

	<p style="text-align: right;">AGENDA ITEM 22</p> <p style="text-align: center;">Cabinet</p>
Title	Selective Licensing Phase 2 Consultation Feedback
Date of meeting	12 th December 2023
Report of	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes & Regeneration
Wards	<i>Childs Hill, Cricklewood, Edgware, Edgwarebury, Finchley Church End, Golders Green, Hendon, Mill Hill, West Finchley, West Hendon</i>
Status	Public
Key	Key
Urgent	No
Appendices	<p>Appendix A – Schedule of consultation activity and coverage</p> <p>Appendix B – Executive Summary of Consultation Report</p> <p>Appendix C – Council response to issues raised in the consultation</p> <p>Appendix D – Summary of proposed changes to consultation proposals</p> <p>Appendix E – Proposed conditions for licenced properties</p> <p>Appendix F – Indicative proposed fees for selective licensing</p> <p>Appendix G – Objectives, targets, and reporting timetable for the proposed selective licensing scheme</p> <p>Appendix H – Draft designation for selective licensing Phase 2</p> <p>Appendix I – Designation communications plan</p>

Lead Officer	Cath Shaw – Deputy Chief Executive cath.shaw@barnet.gov.uk
Officer Contact Details	Belinda Livesey, Group Manager (Private Sector Housing) belinda.livesey@barnet.gov.uk 020 8359 7438. Rick Mason, Project Officer rick.mason@barnet.gov.uk 020 8359 5355.

Summary

This report is to inform Cabinet of the results of the public consultation into the proposed designation of a second phase of selective licensing for private rented properties in ten wards to ensure minimum standards for these properties. Following the consultation, it is proposed that the second phase of selective licensing is introduced, however the report highlights the key issues raised and outlines changes to the proposed scheme in response to comments received. The report highlights several risks raised in the consultation. If the making of the designation is approved, an application for confirmation from the Secretary of State for The Department for Levelling Up, Housing and Communities will be required, but only once officers and the Cabinet Member for Homes and Regeneration are satisfied that there is sufficient evidence of the successful implementation of Phase 1 of selective licensing and the existing mandatory and additional licensing schemes for HMOs and that the proposed scheme can be adequately resourced. This is anticipated to be no sooner than the end of 2024.

Recommendations

That Cabinet resolves to:

1. Approve:

- a. the proposed changes to the original proposals following the consultation as set out in Appendix D,
- b. the conditions for licenced properties in Appendix E, and that these will also supersede the conditions approved for phase 1 of selective licensing approved by the Housing and Growth Committee on 13th June 2022,
- c. the indicative fees for property licensing in Appendix F,
- d. the objectives, targets, and reporting timetable in Appendix G,
- e. the communications plan in Appendix I,

2. Approve the making of the designation for a selective licensing scheme in the proposed ten wards in Appendix H and confirm that Cabinet is satisfied:

- a. that the making of a single phase 2 selective licensing scheme for the proposed 10 wards is the appropriate course of action, and
- b. that the statutory grounds and requirements outlined in this report to introduce a selective licensing scheme have been met

- c. that it has considered other courses of action available to the council that might provide an effective method of achieving the objectives that the designation intends to achieve, and
- d. that it considers that making the designations will significantly assist the council to achieve those objectives.

3. **Agree** that a submission be made to the Secretary of State for The Department for Levelling Up, Housing and Communities requesting confirmation of the designation;
4. **Delegate** subject to recommendation 4, to the Deputy Chief Executive, in consultation with the Cabinet Member for Homes and Regeneration, responsibility for agreeing the final documentation requesting confirmation of the scheme to the Department for Levelling Up, Housing and Communities.
5. **Approve**, subject to receiving confirmation from the Secretary of State for the Department for Levelling Up, Housing and Communities for the proposed scheme to come into force no sooner than 3 months following receipt of confirmation.

1. Reasons for the Recommendations

Introduction

- 1.1 The 2021 census shows that private renting in Barnet now amounts to 32.7% of housing tenure, with an overall increase of 39.7% compared to 2011. This growth is the 8th highest in London, where the average is just 28.5%.
- 1.2 The Housing Act 2004 enables local housing authorities to introduce licensing schemes for specified types of private rented accommodation and to apply conditions to the licence, designed to improve the standard and management of the property. A fee is payable by the licence holder. The two types of licensing scheme are additional licensing for houses in multiple occupation, and selective licensing for other privately rented properties. Analysis of the private rented sector (PRS) in Barnet has demonstrated that there is a need for such licensing schemes.
- 1.3 The council introduced a borough-wide additional licensing scheme for houses in multiple occupation on 27th October 2022. This scheme can run for a maximum of five years up to October 2027 and follows on from a previous scheme between July 2016 and July 2021.
- 1.4 The Housing and Growth Committee on 17th February 2022 approved the making of a designation for a selective licensing scheme under the deprivation criterion, in the wards of Burnt Oak, Colindale North and Colindale South (Phase 1), to be designated on an appropriate date in the future, subject to setting up of adequate resources. It was also important to allow the additional licensing scheme to bed in before making the designation. The designation has yet to be made due to delays in implementation of online licensing software, which is deemed essential to the efficient running of the scheme, and recruitment issues for the additional licensing scheme. It is anticipated the designation will be made in early 2024 and will come into effect three months later.
- 1.5 On 13th June 2022 the Housing and Growth Committee approved the undertaking of a further public consultation on a second proposed selective licensing scheme (Phase 2) and for the results of that consultation to be brought back to the committee and if deemed appropriate to seek further approval to implement the licensing scheme, which due to scale, would be subject to

confirmation by the Secretary of State for the Department for Levelling Up, Housing and Communities.

- 1.6 There is a legal requirement to consult on proposed schemes. Consultation should run for a minimum of 10 weeks. A public consultation on the new proposals was commenced, initially for 12 weeks on 22nd February 2023 and was extended, running for a total of 22 ½ weeks until 31st July 2023. Views on the proposals were invited via an online survey in SurveyMonkey. The extensive consultation was publicised widely, using various channels, both inside and outside the borough, including local press, Barnet First, Barnet Council's website, social media and direct emailing of interested parties. A full schedule of the consultation activity and coverage is in Appendix A.
- 1.7 This report sets out details from the consultation in Section 7, with a schedule of comments received and the council's response in Appendix C. Resulting amendments to the proposed schemes and licence conditions are set out in Appendix D. Some comments were made in the previous consultation that resulted in amendments to the proposed Phase 1 scheme and these were also incorporated in the Phase 2 proposals, so as a result the number of amendments resulting from this consultation are limited.
- 1.8 The report recommends that if Cabinet are satisfied that it is appropriate to do so, and taking into account the consultation feedback and current economic and private sector rental climates, they approve the designation of a new selective licensing scheme for the wards of Childs Hill, Cricklewood, Edgware, Edgwarebury, Finchley Church End, Golders Green, Hendon, Mill Hill, West Finchley and West Hendon, under the poor property conditions criterion. If approved, delegated authority is sought for the Deputy Chief Executive to sign the designations at an appropriate time, which would be once the existing additional licensing and Phase 1 of selective licensing are properly bedded in, adequately resourced and alongside mandatory HMO licensing shown to be working effectively.
- 1.9 Final confirmation of the implementation must be received from the Secretary of State for the Department of Levelling Up, Housing and Communities before it can commence no sooner than three months after confirmation is received.
- 1.10 The report also seeks the committee's approval of the proposed conditions and indicative fees for the selective licensing scheme, the objectives, targets, and reporting plan and the communications plan. (Appendices E, F and G).

Why this scheme has been proposed

- 1.11 Analysis of available data has shown that the PRS in the wards proposed for inclusion in the scheme are seen as suffering from the worst property conditions in Barnet, comparable to other wards. This data analysis is contained in the 13th June 2022 Housing and Growth Committee report (see background papers). There are a significant number of properties that it would be appropriate to inspect to determine if there are category 1 or category 2 hazards present. It is the intention to inspect those premises with a view to carrying out any necessary enforcement action. This action would be consistent with the council corporate plan and housing strategy and contribute to an improvement in the general housing conditions in those areas.
- 1.12 The resources required to inspect this many properties (estimated 25,250) are not available to the council without significant investment from the general fund. Licensing schemes are self-

funding through the fees levied, enabling a significant improvement in the PRS that would not otherwise be possible. This is further explained in Section 5 of this Report.

- 1.13 Supporting evidence was also identified to show that several of the proposed wards are above average for relevant measures of anti-social behaviour (ASB) and/or crime. Although the primary reason for designation of a selective licensing scheme is to improve poor property conditions, the scheme can also help contribute to other strategies to reduce ASB and crime in the wards.

Effects of implementing the scheme

- 1.14 The PRS analysis conducted for the pre-consultation report estimated 26.4% of households were privately rented across the borough and 31.94% across the ten wards in scope for selective licensing Phase 2. See Table 1.

Ward	LLPG Dwellings	Estimated PRS	% PRS
Hendon	9,159	3,748	40.92%
Childs Hill	8,665	3,255	37.56%
Golders Green	5,629	2,066	36.70%
West Hendon	6,735	2,317	34.40%
West Finchley	8,329	2,725	32.72%
Cricklewood	4,253	1,297	30.50%
Finchley Church End	8,092	2,445	30.22%
Edgware	7,470	2,020	27.04%
Mill Hill	7,215	1,600	22.18%
Edgwarebury	4,257	822	19.31%
TOTAL	69,804	22,295	31.94%

Table 1.

- 1.15 The above analysis was conducted prior to the 2021 Census and based upon extensive analysis of various existing data sources. The updated Census data is now published and shows that the level of private renting across the borough and especially in the ten wards in scope is now significantly greater than previously estimated. See Table 2. This likely means that the number of poor condition and poorly managed properties is even greater than anticipated.

Ward	All Households	Private rented	% PRS
Childs Hill	7908	3686	46.61%
Cricklewood	3848	1528	39.71%
Edgware	7113	2088	29.35%
Edgwarebury	4094	955	23.33%
Finchley Church End	7573	2842	37.53%
Golders Green	5164	2464	47.71%
Hendon	8273	3904	47.19%

Mill Hill	6730	1788	26.57%
West Finchley	7756	3199	41.25%
West Hendon	6460	2796	43.28%
TOTAL	64,919	25250	38.89%

Table 2.

- 1.16 The PRS across the ten wards is almost 39% of all residential accommodation (compared to 32.7% for the borough as a whole), amounting to 25,250 properties that will be in scope for licensing, compared to 22,295 in the previous estimates. This is a significant number of properties that will benefit from the improvements to management and maintenance that arise from inclusion in a selective licensing scheme.

Implementation timetable

- 1.17 As highlighted in the section 5, the Risk section of this report, consultees have raised concerns about implementing this scheme due to economic pressures on landlords and potentially tenants, as well as the ability of the council to resource a large scheme on top of the existing mandatory and additional licensing schemes for houses in multiple occupation and phase 1 of selective licensing in Burnt Oak, Colindale North and Colindale South. Some consultees have suggested phase 2 of selective licensing is not implemented until the additional licensing and phase 1 selective licensing schemes have ended, which would be approximately in early 2029.
- 1.18 The Housing and Growth Committee has previously decided not to implement selective licensing in two further separate phases after phase 1, but to undertake the recent consultation to implement selective licensing where poor property conditions is the predominant criterion as a single phase (Phase 2). This data analysis is contained in the 13th June 2022 Housing and Growth Committee report (see background papers). Cabinet is asked to confirm (recommendation 3 (a)) that it is satisfied that a further single phase of selective licensing, to be implemented, subject to considerations about effective implementation of other schemes, is the appropriate course of action.
- 1.19 If it is not considered that implementation of phase 2 at the proposed 12 months after the commencement of phase 1 is appropriate, Cabinet are requested to indicate any alternative implementation phases or timetable that they consider appropriate.

2. Alternative Options Considered and Not Recommended

- 2.1 Alternative options were considered in section 3 of the report to Housing and Growth Committee on 13th June 2022. The reasons for not recommending these options remain valid.
- 2.2 One of those options is to do nothing. As discussed in section 7 of this report, of the 376 respondents to the consultation, the majority were opposed to the scheme, with the bulk of the respondents being private landlords, who do not want the scheme to go ahead at all, with some suggesting we should use existing powers. Whilst the council acknowledge the responses received from the consultation, the evidence held by the council highlights the issues in the condition and management of private sector accommodation in the ten wards in the borough, and therefore a selective licensing scheme to address poor property conditions in those wards remains a justifiable approach. To not proceed with the scheme is not therefore recommended.

2.3 Delayed implementation until after the current additional licensing scheme and phase 1 of selective licensing are complete in 5 years, as has been suggested in the consultation is discussed under the Risks heading in section 4 of this report and is not recommended.

3. Post Decision Implementation

3.1 If Cabinet approve the making of the designation, then as described elsewhere in this report, no action will be taken until the Deputy Chief Executive, in consultation with the Cabinet Member for Homes and Regeneration, is satisfied that efficient delivery, robust enforcement and adequate resourcing is in place for the existing additional licensing scheme and proposed Phase 1 selective licensing scheme.

3.2 Once these safeguards are deemed to be met, which is not anticipated to be until early 2025 at the earliest, only then will the designation in Appendix H be signed.

3.3 Once the designation is signed, it will not come into effect without receiving confirmation from the Secretary of State for the Department of Levelling Up, Housing and Communities.

3.4 Following signing of the designation, an application will be made to the Secretary of State for confirmation, using the Department for Levelling Up, Housing and Communities (DLUHC) published application form.

3.5 In addition, the local housing authority must include with the application:

- A copy of the consultation document and the published summary of the responses;
- Details of the fees that will be charged;
- A copy of the Designation and minutes of the Council meeting resolving to make the designation;
- A copy of the local housing authority's strategy to ensure compliance with the scheme and enforcement against those who do not comply. It must also set out the level of compliance with other licensing schemes it operates, including mandatory Houses in Multiple Occupation licensing.

3.6 A decision in relation to an application for confirmation will take around 14 weeks from receipt, but processing applications may take longer if the DLUHC has not been given all the information required, or if further information or research are required, or if the case is complex.

3.7 The Secretary of State or delegated Minister will also take account when considering confirmation of a new scheme whether there has been sufficient compliance with other licensing schemes operating in the local housing authority area <https://www.gov.uk/government/publications/selective-licensing-in-the-private-rented-sector-a-guide-for-local-authorities/selective-licensing-in-the-private-rented-sector-a-guide-for-local-authorities>. This may be done by reviewing the local housing strategy if available and considering the other courses of action that the local authority has taken alongside licensing.

3.8 It is expected that a local housing authority is able to demonstrate evidence of robust enforcement and a clear approach to ensuring compliance in its application. Demonstration of robust enforcement will help to evidence the grounds for introducing a new scheme.

3.9 If the application for confirmation is refused, then the scheme will not be able to proceed. There is no appeal against the Secretary of State's decision, although it can be subject to judicial review.

3.10 If the designation is confirmed by the Secretary of State, the earliest it can come into force is 3 months after. The introduction of the scheme may be delayed up to an additional 3 months, if

need be, to prepare for the scheme's implementation. There should not be an excessive delay between the consultation and the scheme's introduction, to ensure consultation requirements are met and persons who are likely to be affected by the designation have been consulted.

- 3.11 If the designation is confirmed it can run for up to five years, although it is not unusual for local authorities to renew expired schemes, as has been done with the additional licensing scheme for HMOs.
- 3.12 Once confirmed, the council must publish a notice of the designation within seven days and notify all those consulted on the proposed designation within two weeks.
- 3.13 Once the scheme has become operational the council must carry out a review from time to time. The council must continue to monitor the designation to show that it is achieving the desired effect. Appendix G sets out the objectives, targets and reporting timetable that is proposed to be used to meet this requirement.
- 3.14 Should the implementation timetable not be possible due to issues related to effective implementation, delivery and enforcement of the council's other licensing schemes and particularly as the government guidance indicates there must not be excessive delay between the consultation and the scheme's introduction, then a further report will be brought to Cabinet to consider next steps.

4. Corporate Priorities, Performance and Other Considerations

- 4.1 The Corporate Plan: Our plan for Barnet for 2023 - 2026, under the theme of 'Healthy, energy-efficient homes' states: "We must also work to improve the quality and energy efficiency of existing housing in the borough. We are investing in our own council housing, to improve fire safety and ensuring homes are healthy by tackling damp and mould, as well as renewing kitchens, bathrooms and windows. We are also seeking to lead the way in making our homes more energy efficient and fit for the future. We want to encourage others to do the same, including by requiring private sector landlords to demonstrate they meet minimum standards through our licensing schemes."
- 4.2 Under the theme of 'Homes for all', the Plan states: "London's housing crisis is felt most keenly by those who have no home at all, and Barnet, like all councils, faces major challenges to reduce the harms associated with this. We will continue to invest in preventing and reducing homelessness and take steps to end rough sleeping. We will focus on working in partnership to better understand the root causes of homelessness, prevent recurring homelessness, give appropriate advice and support to those in need, and make sure there is sufficient supply of accommodation."
- 4.3 The new Housing Strategy 2023-2028, Priority 4 is: To raise quality and standards in the private rented sector. Our ambition to deliver this is that: "We will make effective use of property licensing across the borough, seeking to extend it where it is identified to be the most appropriate way to improve living conditions for private tenants."

Corporate Performance / Outcome Measures

- 4.4 There are currently no specific measures relating to this proposal.

Sustainability

- 4.5 There are no sustainability issues associated with this report.

Corporate Parenting

- 4.6 The licensing proposals could have a positive impact for care leavers as rented accommodation is potentially where these residents may end up being housed.

Risk Management

- 4.7 Several of the risks highlighted in the Housing and Growth Committee report of 13th June 2022 are applicable to this report and are included below. In addition, there are further risks highlighted.
- 4.8 There is a risk of legal challenge to proposals. In *R (Regas) v London Borough of Enfield* [2014] EWHC 4173, the High Court held that the London Borough of Enfield's decision under the Housing Act 2004 to designate the whole borough for both additional licensing of houses in multiple occupation and selective licensing of private rented sector properties was unlawful for a failure to properly consult. Although Enfield carried out a consultation, the court held that the consultation was insufficient, both in terms of duration and the extent to who was consulted. For Barnet, the consultation ran longer than originally proposed for a total of 22 ½ weeks duration, rather than the minimum 10 weeks required. The consultation extended into neighbouring boroughs including businesses, services and residents or neighbouring boroughs who may be affected.
- 4.9 In the case of *R (Moseley) v Haringey London Borough Council* [2015] 1 All ER 495, although not to do with selective licensing schemes, the court reasserted the principles set out in the earlier case of *R (Gunning) v Brent London Borough Council* [1985] 84 LGR 168 when undertaking a consultation:
- (i) consultation should take place when proposals are still at a formative stage,
 - (ii) sufficient reasons should be given for any proposal to allow intelligent consideration and response,
 - (iii) adequate time should be provided for consideration and response, and
 - (iv) the outcome of the consultation has to be conscientiously taken into account in finalising any proposals.
- 4.10 Additionally, the degree of specificity with which the public authority should undertake the consultation might be dependent on the identity of those being consulted.
- 4.11 There is a risk that the designation for selective licensing submitted to the Secretary of State is refused, due to a perceived failure to adequately consult. The consultation was conducted with advice from the council's Consultation and Engagement Manager and is thought to meet the requirements for thorough consultation. For Phase 2 the legislation and guidance has been afforded due consideration and relevant data analysed to support the case for the proposed designation.
- 4.12 The feedback from the consultation has been fully considered and the response to the issues raised is set out in Appendix C. Overall, the majority of respondents opposed the introduction of the selective scheme. The majority of responses and objections were received from landlords and their agents. Further detail is included in section 7 of this report. There is a risk of legal challenge if the results of the consultation are not carefully considered before deciding to proceed. This issue has been discussed with HB Public Law and the council's Consultation and Engagement Manager and it is deemed that the data and reasons established that led to the proposal in the consultation remain sound and although there are strong representations from one category of respondent, these do not undermine the original intentions to introduce the scheme. Amendments have been made where deemed necessary in response to comments received (Appendix D).
- 4.13 Two common themes emerged from responses by landlords and agents. The first is that the costs of the licensing scheme will be passed on by them to their tenants, thus making rents even more challenging in the current economic climate. The second is that the additional costs and perceived bureaucracy will cause landlords to leave the rental market, thus reducing the number of available

homes to rent. Respondents suggested that both these issues will lead to an increase in homelessness.

- 4.14 The first of these issues was addressed in the consultation documentation. Council's operating large selective licensing schemes have been consulted about these issues. Although an increase in rents has been noted since the COVID pandemic, it is suggested this may be more likely because landlords are responding to market forces, higher demand, and interest rate increases rather than licensing fees. An independent study carried out in 2019 by the former MHCLG found that the impact of other factors such as market forces were the primary reasons for rent rises and not licensing schemes.
- 4.15 The PRS market in London is currently retracting generally, for example due to buy to let loans maturing, presenting an opportunity for landlords to sell and take advantage of current higher property values. There is some evidence that rental properties are being put up for sale is reported by authorities, but not necessarily because of operating licensing schemes. One authority reported that where landlords do sell properties, they are frequently simply purchased by new landlords. It has been suggested sale of rental properties is more likely to be because of the current socio-economic climate and regulatory factors rather than the impact of licensing. It is reported that some landlords have changed their properties from HMOs to single family rental to avoid alteration costs that might arise, but they are not necessarily leaving the rental market altogether.
- 4.16 A consultation respondent suggested the council should focus on HMO licensing and rolling out the first selective licensing scheme. They suggested the council should demonstrate competent scheme delivery and adequate resourcing before seeking permission for a further scheme.
- 4.17 It is vitally important to demonstrate strong outcomes and efficient delivery of the scheme and to do this, authorities must provide adequate resourcing. Failure to do so could quite likely lead to refusal by the Secretary of State to confirm the scheme, as was the case for the London Borough of Croydon in 2021.
- 4.18 Phased implementation will help to mitigate this risk. Therefore, if Cabinet approve the implementation of the scheme, it is recommended that the designation will not be made until the Deputy Chief executive, in consultation with the Cabinet Member for Homes and Regeneration and the Chief Legal Advisor, is satisfied that the mandatory and additional licensing schemes for HMOs are adequately resourced and any shortfalls or issues in effective delivery identified in the additional licensing Year One review, including evidence of robust enforcement, have been effectively addressed. Further, that Phase 1 of selective licensing in Burnt Oak, Colindale North and Colindale South has been in operation for a minimum of twelve months and that evidence is available of effective delivery and outcomes. Provided these safeguards are observed It is not considered that to wait at least five years until the conclusion of Phase 1 is appropriate, considering the evidence of poor conditions established through the assessment of the private rented sector.
- 4.19 The Secretary of State may also consider if there is an excessive delay between the consultation and the scheme's introduction. If the timetable proposed in this report is followed, it is possible that a period of at least 18 months may elapse between the end of the consultation and the signing of the designation. It is not considered this length of time is excessive as it is suggested it is not unreasonable that the council ensures robust implementation and enforcement of its other licensing schemes before launching this much larger scheme. Phased implementation is considered a more practical and safer mechanism to ensure success.
- 4.20 Section 5 of this report deals with resourcing of the scheme. The scale of the scheme will warrant significant numbers of technical support and qualified enforcement staff to implement effectively.

There is currently a national shortage of qualified enforcement staff. There is also a lot of competition for the small pool of staff as a significant number of authorities, especially in London are already, or are planning to operate discretionary licensing schemes. There is therefore a risk that recruitment and retention of staff may pose difficulties in effective delivery of the scheme unless this is planned and managed carefully and effectively. The council has already seen delays in reaching full staffing levels for the additional licensing scheme for HMOs, which has taken a year to achieve with a resultant backlog in achieving objectives. This is in large part due to the scheme launch coinciding with the advanced return of the outsourced service in-house and resultant re-organisation. Plans are in place to mitigate this risk through an inhouse training programme, whereby suitable but not necessarily qualified staff can be recruited and brought up to a sufficient level of competence to ensure the scheme can be operated effectively.

- 4.21 Section 5 of this report considers the financial aspects relating to the scheme. Fees have been calculated on the basis of cost recovery for the perceived level of resource required for the number of properties believed to be in scope. Some consultees have suggested that the indicative fee is too high and is above the average fee level for London authorities operating similar schemes. It was also felt by some that the fee structure would penalise compliant landlords compared to those who do not comply. Fees have been calculated using best available evidence and in line with those agreed for Phase 1 of selective licensing, although allowing for subsequent inflation. However, the operation of the fee structure in Phase 1 will be carefully monitored and it is proposed that alternative models of fees and discounts given by other authorities will be closely examined with the potential for an alternative fee structure, whilst still covering costs of the scheme, being brought to Members before the designation is made if deemed appropriate to do so.

Insight

- 4.22 Data analysis leading to the proposals for a selective licensing scheme for ten wards was set out in the Housing and Growth Committee report of 13th June 2022.
- 4.23 As described in section 1 of this report, the Census 2021 published data has further strengthened the evidence relating to the size of the PRS in the wards in scope.

Social Value

- 4.24 The proposed introduction of a further selective licensing scheme will help the council to protect some of the most vulnerable members of society, who often end up in sub-standard accommodation and who do not know who to turn to or are afraid to ask for help in relation to their living conditions. Licensing will enable council officers to contact vulnerable people living in this accommodation and if necessary direct them to other services.
- 4.25 The licensing scheme will contribute to the council improving the general appearance of neighbourhoods, protect the environment, reduce ASB, improve energy efficiency and reduce fear of crime.
- 4.26 The scheme will assist the council in knowing where in the borough the PRS is located, as well as where the bad landlords are and to promote other relevant services to both good and bad landlords.

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

- 5.1 It is a requirement that fees charged for property licensing schemes should be reasonable, proportionate and not exceed the cost of delivering the scheme. Authorities cannot use licensing schemes for income generation and so fees should be set for cost recovery only over the lifetime of the scheme (five years), although an element of enforcement of the scheme is permissible in the calculations. Indicative fees for selective licensing set out in Appendix F are based upon a projection of currently agreed fees and will be subject to usual annual fee reviews prior to implementation. The Council has not previously administered a Selective Licensing Scheme so a full review of the fee as part of the Council's fee setting governance is key. This will also be reviewed prior to any application to the Secretary of State being made.
- 5.2 Fees and expenditure levels are variable across different periods of the life of licensing schemes and so a separate cost centre is required with a view to a net zero budget by the end of year 5 of the scheme. If a surplus arises then this could be returned pro-rata to licence applicants or utilised for enforcement in relation to licences that do not expire until after the end of the scheme (i.e. those issued towards the end of the scheme). Any surplus refund would be calculated at the end of the 5-year scheme. However, fee levels should be monitored and managed throughout the life of the scheme to where possible avoid any surplus or deficit.
- 5.3 As set out in paragraph 4.21, it is proposed that a full review of alternative approaches to fees and discounts offered by other authorities will be undertaken to address some of the concerns expressed by consultees. A lower year 1 fee followed by a sharp increase in the set fee across the 5 years will be considered as one option. This incentivise applications in the first months of the scheme and may result in lower levels of enforcement being required. Discounts for accredited agents as well as for landlords is another example. This approach will also be used in relation to phase 1 of selective licensing in 2024
- 5.4 The legislation relating to selective licensing requires a local authority to make such arrangements as are necessary to secure the effective implementation. It is therefore essential that, should the decision be made to make the proposed designation, the scheme is properly administered with adequate resources to secure effective implementation, to process applications and payments within a reasonable time and to support the enforcement of the scheme. (i.e. it is important that the scheme is promoted to ensure landlords obtain a licence.)
- 5.5 Based on the estimated costs of delivering this proposed Phase 2 Selective licensing scheme from 2023/24, the current fee would be £826 (split into 2 fees). Due to the length of time for consultation and implementation of the proposed Phase 2 selective licensing scheme, the proposed fee for this scheme in the actual year of implementation will need to be updated to reflect updated costs and assumptions.
- 5.6 The current proposed fee for selective licensing has been reviewed by the Finance Service and is believed to be accurate and cover all permissible associated costs for a cost recovery model. Subject to paragraph 5.3, depending upon timing, the usual annual fee review may have resulted in changes to these fees by the time any other proposed designations, if approved, come into effect.
- 5.7 The fee is made up of two elements; Part 1 of the fee is for the application for a licence and covers the costs of processing, administration, and validation of the application. Part 2 of the fee covers the running costs of the scheme, including the licensing inspections and enforcement.
- 5.8 The income and operating costs have been assessed below for the full five years of the scheme based on the evidence base. These are indicative at this stage. This will be subject to regular review and resources will be flexed accordingly. The projections do not accommodate fluctuations in running costs and any variation in fee income. Where applications are not forthcoming this will

affect the income and operating cost profiles. If there did start to be a significant profit or loss margin the staffing and or fees would be adjusted as appropriate in the annual review. Any excess funds would be used to fund further licensing activity within the scope of the declared scheme.

- 5.9 Income received from a Rent Repayment Order to recover benefit payments, or from a Civil Penalty arising from enforcement of licensing schemes can be retained by the local housing authority if it is used to further the local authority’s statutory functions in relation to their enforcement activities covering the private rented sector, as specified in regulations. Any such amounts are not predictable.
- 5.10 The new licensing team staff will require standard issue council IT equipment and licences.
- 5.11 The new licensing team staff will join existing departmental staff working in a hybrid way at home and in the offices at Colindale. The pressures on Colindale will increase as the team expands and this should be reviewed at each stage in recruitment and implications considered by the council.
- 5.12 The legislation and guidance require licensing schemes to work alongside other strategies and initiatives to jointly achieve the outcomes of the licensing schemes. Should the schemes come into effect, the property licensing team will need to work with other services and organisations to ensure that the objectives are met. For example, Community Safety and the Metropolitan Police in reducing the effects of ASB and crime arising from the private rented sector. Advice and support from Legal Services will be required for additional enforcement action that may arise from dealing with the worst properties and reluctant landlords.
- 5.13 Government guidance states: “It is important for local housing authorities to demonstrate how licensing will work in conjunction with existing initiatives (such as landlord accreditation) and partnerships. Licensing itself is not a stand-alone tool, and local housing authorities should take account of this. For example, landlords will need adequate support to help them deal with problem tenants. Local housing authorities should ensure that their schemes are adequately resourced and include services such as active outreach support programmes to engage with landlords and tenants who need their assistance.” The scheme will therefore also require input and resource from Barnet Homes to fulfil these requirements.
- 5.14 The current financial modelling is as follows. Assumptions have been made in relation to processing times, staffing costs, inflation and bad debt which are subject to review and update.

	Operating costs	Licensing fee income
Year 1	£5,360,359	£6,284,481
Year 2	£5,107,596	£6,724,398
Year 3	£4,617,713	£4,796,735
Year 4	£3,938,810	£2,544,261
Year 5	£4,066,700	£2,720,288
Total	£23,091,177	£23,080,159

6. Legal Implications and Constitution References

- 6.1 Section 80 of the Housing Act 2004 (and associated Regulations) provides local authorities with the power to designate the area of their district, or an area in their district as being subject to selective licensing.
- 6.2 Under Section 80 of the Act, to make a designation, the authority must consider that any of certain general conditions are satisfied in relation to the area, as set out in the following paragraphs (a) and (b).
- (a) The authority must consider that the area is or is likely to become an area of low housing demand and that making a designation will, when combined with other measures taken in the area by the local housing authority, or by other persons together with the local housing authority, contribute to the improvement of the social or economic conditions in the area.
- (b) The area is experiencing a significant and persistent problem caused by anti-social behaviour, that some or all of the private sector landlords who have let premises in the area (whether under leases or licences) are failing to take action to combat the problem that it would be appropriate for them to take; and that making a designation will, when combined with other measures taken in the area by the local housing authority, or by other persons together with the local housing authority, lead to a reduction in, or the elimination of, the problem.
- 6.3 The Selective Licensing of Houses (Additional Conditions) (England) Order 2015 introduced another route for designation of selective licensing:
- Article 3 (1)
- (a) that the area contains a high proportion of properties in the private rented sector, in relation to the total number of properties in the area;
- (b) that the properties referred to in sub-paragraph (a) are occupied either under assured tenancies or licences to occupy; and
- (c) that one or more of the sets of conditions in articles 4 to 7 is satisfied (see below).
- Conditions in relation to housing conditions
 - Conditions in relation to migration
 - Conditions in relation to deprivation
 - Conditions in relation to crime
- 6.4 Article 4 sets out the conditions in relation to Housing Conditions as:
- (a) that having carried out a review of housing conditions under section 3(1) of the 2004 Act, the local housing authority considers it would be appropriate for a significant number of the properties referred to in article 3(1)(a) to be inspected, with a view to determining whether any category 1 or category 2 hazards exist on the premises;
- (b) that the local housing authority intends to carry out such inspections as referred to in sub-paragraph (a), with a view to carrying out any necessary enforcement action; and
- (c) that making a designation will, when combined with other measures taken in the area by the local housing authority, or by other persons together with the local housing authority, including any licence conditions imposed under section 90 of the 2004 Act, contribute to an improvement in general housing conditions in the area.

- 6.5 The full consultation business case considered borough data against each of the six specified conditions and identified that Condition relating to housing conditions was met in the ten wards.
- 6.6 Section 80 of the Act requires that, before making a designation the local housing authority must take reasonable steps to consult persons who are likely to be affected by the designation and consider any representations made in accordance with the consultation and not withdrawn.
- 6.7 Section 81(2) of the Act specifies that the authority must ensure that any exercise of the power is consistent with the authority's overall housing strategy.
- 6.8 Paragraph 5 of The Housing Act 2004: Licensing of houses in multiple occupation and selective licensing of other residential accommodation (England) General Approval 2015, states that the general approval is not given if a designation has not been consulted on for at least 10 weeks. Paragraph 6 of the same also states that general approval is also not given if a designation of an area falls within either of the following criteria:
- a) the designation, either by itself, or in combination with other selective licensing designations made by the local housing authority, would cover more than 20% of the geographical area of the local housing authority; or
 - b) the designation, either by itself, or in combination with other selective licensing designations made by the local housing authority, would affect more than 20% of privately rented homes in the local housing authority area, based on figures from census data.
- 6.9 Paragraphs 6 a) and 6 b) apply to the proposed scheme and so the general approval provision does not apply in this case.
- 6.10 Section 82(1) of the Act requires that a designation of an area as subject to selective licensing cannot come into force unless—
- (a) it has been confirmed by the appropriate national authority; or
 - (b) it falls within a description of designations in relation to which that authority has given a general approval in accordance with subsection (6).
- 6.11 The designation does not fall under Section 82(1)(b) and so will require confirmation by the Secretary of State under Section 82(1)(a) and if approved by cabinet an application for confirmation will be made to the Secretary of State once prepared in accordance with guidance.
- 6.12 The designation does not fall under Section 82 (b) and so will require confirmation by the Secretary of State under Section 82 (a) and if approved by the committee an application for confirmation will be made to the Secretary of State once prepared in accordance with guidance.
- 6.13 Section 87 (7) states: When fixing fees under this section, the local housing authority may (subject to any regulations made under subsection (5)) take into account—
- (a) all costs incurred by the authority in carrying out their functions under this Part, and
 - (b) all costs incurred by them in carrying out their functions under Chapter 1 of Part 4 in relation to Part 3 houses (so far as they are not recoverable under or by virtue of any provision of that Chapter).
- 6.14 However, the EU Directive and the Provision of Services Regulations 2009 which was subsequently passed states, at Regulation 18(4):
- “Any charges provided for or by a competent authority which applicants may incur under an authorisation scheme must be reasonable and proportionate to the cost of the procedures and formalities under the scheme and must not exceed the cost of those procedures and formalities.”

- 6.15 Once fees are set, the council is expected to review its fees and adjust them where necessary to reflect previous deficits or surpluses.
- 6.16 The fees and charges are reviewed annually and, in line with case law, will be a split fee with the second element payable by successful applicants.
- 6.17 Case law in this area is mostly related to the consultation process, its duration and extent but there have also been challenges linked to the level of evidence to justify a designation and the alternatives, failure to meet approval requirements etc, and such failures can lead to Judicial Review challenge(s) against the council.
- 6.18 The Barnet Council Constitution Part 2D – Terms of Reference and Delegation of Duties to the Cabinet – Paragraph 4 gives Cabinet the responsibility for all key decisions including
- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council;
 - Monitoring the implementation of the budget and financial strategy;
 - Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the Council’s Policy Framework and implementing those approved by Council;
 - Approving policies that are not part of the policy framework;
 - Management of the Council’s Capital Programme;

7. Consultation

The consultation

- 7.1 As a matter of public law, the council has a duty to consult on proposals to vary, reduce or withdraw services in the following 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.
- 7.2 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.
- 7.3 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.

7.4 An external research company – Enventure Research was procured to produce the final report on the outcomes of the consultation. A summary of this report can be found at Appendix B.

7.5 There were 369 online respondents and seven written responses via email.

7.6 No events were arranged for this consultation as it is a relatively short period since the previous consultation and the Consultation and Engagement Manager advised that since proposals are broadly as they were under the previous consultation, such events would not be likely to provide any significant insight that has not already been captured. Despite efforts to recruit participants for the previous consultation, only 25 tenants/residents and 4 landlords/agents came forward to participate. Relevant feedback from those three previous events was captured prior to formulating the proposals for the latest consultation.

7.7 Overall, of online respondents, more people responding (69.9%) did not support the proposed selective licensing scheme than supported it (28.1%). However, 53.1% of all online respondents were private landlords or managing or letting agents and only 19.8% of respondents were private renters. 100% of managing agents and 94% of landlords opposed the scheme. It is recognised that landlords are generally not in favour of any licensing schemes per se and that they are more likely to respond to licensing consultations, whereas private renters are less inclined to respond to consultations, even if they would support the idea of a licensing scheme that would help to improve the condition and management of their home. 43% of private tenants responding supported the scheme, along with 63% of owner occupiers. Significant efforts were made over the consultation period to encourage residents and tenants to respond.

7.8 Most landlords and agents were against licensing schemes generally as they see them as a money-making exercise for the council. It was explained in the consultation documentation that by law, licensing schemes must not raise more income than it costs to deliver the scheme.

7.9 A further concern of landlords and some tenants is that the cost of the licence will simply be passed on to the tenant, making rents even less affordable in the current financial climate. This issue is discussed in Section 4 of this report under the Risk Management heading.

7.10 Another concern of landlords is that the scheme will cause landlords to exit the rental market. This issue is also discussed in Section 4.

7.11 A detailed response to the consultation was received from Barnet Public Health. Public Health generally supports the selective licensing scheme for the selected wards, stating that it is a step further in regulating the PRS, and can support implementation of actions outlined in the housing strategy and other council policies aimed at improving living conditions and health of residents. Public Health state that raising standards of the PRS will have positive health impacts across the lifespan and their response references a number of information sources that highlight the causal link between poor housing conditions and poor health outcomes as being long established. Barnet Public Health went on to say that poor-quality housing harms health and evidence shows that exposure to poor housing conditions (including damp, cold, mould, noise) is strongly associated

with poor health, both physical and mental. Furthermore, they said that it will positively influence the health, security and suitability of Barnet's housing stock. Public Health do however express concerns over the ability to resource adequate levels of enforcement of the scheme. This issue is also discussed in Section 4, Risk Management.

Response to consultation comments

- 7.12 All consultation comments have been reviewed and considered. A full schedule of all comments received is provided in Appendix C – *Council response to issues raised in the consultation*. This includes detailed responses to each comment. Some comments relating to the same issue have been grouped together and a single response is provided to avoid unnecessary repetition. Some comments have resulted in changes to the final proposals, which are set out in the following paragraphs. Although many comments were made, a great many related to the same issues and a number of these had been covered in the consultation documentation. It is not considered that any of the comments other than those in the following paragraphs warrant further amendments to the proposals.
- 7.13 A schedule of the proposed changes to the scheme arising from the consultation is set out in Appendix D. Changes in response to comments made in the previous consultation for phase 1 of selective licensing have already been brought forward into the proposals for phase 2.
- 7.14 Several of the proposed changes relate to the wording of proposed licensing conditions. The revised proposed conditions are set out in Appendix E. It is proposed that these conditions will also apply to the yet to commence phase 1 selective licensing scheme to ensure consistency. Therefore, if Cabinet approve the conditions in Appendix E for phase 2, these conditions will supersede those approved by the Housing and Growth Committee on 13th June 2022 for phase 1 and they will apply for both schemes.

8. Equalities and Diversity

- 8.1 An equalities impact assessment (EqIA) has been undertaken on the proposals following the consultation, a summary of which is provided as a background paper. Overall, the findings of the assessment were that large scale improvement to housing conditions and management standards of private rented properties resulting from the proposed selective licensing scheme would positively impact residents, landlords and tenants in the private sector, and particularly those who are most vulnerable. Feedback from the public consultation raised concerns about potential issues such as the cost of licence fees being passed onto tenants in rent increases and a potential for increased evictions.

9. Background Papers

- 9.1 Enventure Research - Consultation on proposals for a selective licensing scheme for privately rented properties 2024-2029 October 2023
<https://barnet.moderngov.co.uk/ecCatDisplay.aspx?sch=doc&cat=14016>
- 9.2 Selective Licensing Phase 2 – Summary of Equalities Impact Assessment
<https://barnet.moderngov.co.uk/ecCatDisplay.aspx?sch=doc&cat=14016>
- 9.3 Previous Decision – Housing and Growth Committee 14th June 2021 – resolved to consult on proposed additional and selective licensing schemes.
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MIId=10845>

- 9.4 Previous Decision – Housing and Growth Committee 17th February 2022 – resolved to approve the designation of a borough-wide additional licensing scheme and a selective licensing scheme in the new wards of Burnt Oak, Colindale North and Colindale South. ([Public Pack](#))[Agenda Document for Housing and Growth Committee, 17/02/2022 19:00 \(moderngov.co.uk\)](#)
- 9.5 Previous Decision – Housing and Growth Committee 13th June 2022 – resolved to consult on a proposal to introduce a selective licensing for 10 wards. ([Public Pack](#))[Agenda Document for Housing and Growth Committee, 13/06/2022 19:00 \(moderngov.co.uk\)](#)
- 9.6 Housing Act 2004. <https://www.legislation.gov.uk/ukpga/2004/34/contents>
- 9.7 Selective licensing in the private rented sector: a guide for local authorities – updated 20 June 2023 [Selective licensing in the private rented sector: a guide for local authorities - GOV.UK \(www.gov.uk\)](#)
- 9.8 The Housing Act 2004: Licensing of Houses in Multiple Occupation and Selective Licensing of Other Residential Accommodation (England) General Approval 2015 [The Housing Act 2004: Licensing of Houses in Multiple Occupation and Selective Licensing of Other Residential Accommodation \(England\) General Approval 2015 \(publishing.service.gov.uk\)](#)
- 9.9 Consultation Documents [Consultation on proposals for a privately rented property licensing scheme 2024 - 2029 | Engage Barnet](#)
- 9.10 Landlord Licensing in the Private Rented Sector: Research Report for Core Cities UK - Metastreet 2018 https://metastreet.co.uk/files/Core_Cities_UK_Metastreet_licensing_report_Oct_2018.pdf
- 9.11 Evaluation of the impact of HMO licensing and selective licensing – [CLG / BRE 2010 \[ARCHIVED CONTENT\] \(nationalarchives.gov.uk\)](#)
- 9.12 An Independent Review of the Use and Effectiveness of Selective Licensing – [MHCLG 2019 Title \(publishing.service.gov.uk\)](#)
- 9.13 Can't complain: why poor conditions prevail in private rented homes - [Shelter 2014 Campaigns briefing - Can't complain: why poor conditions prevail in the private rented sector \(ctfassets.net\)](#)
- 9.14 Health of one in five renters harmed by their home – [Shelter \(YouGov\) 2021 Health of one in five renters harmed by their home - Shelter England](#)

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Proposed selective licensing Phase 2 - Schedule of consultation activity and coverage

Type of communication	Date of issue	Target Audience	Number of posts (where applicable)	Number of hits (where known and applicable)
Direct email	22/2/23	Barnet Councillors	1	63
Direct email	7 th July 2023	400 Businesses	1	Unknown
Direct email	22/2/23 & 28/4/23	71 local organisations and community groups	2	71
Direct email	22/2/23 & 28/4/23	36 housing organisations and housing associations	2	36
Direct email	22/2/23 & 28/4/23	Neighbouring boroughs of Brent, Harrow, Enfield, Camden, Haringey and Hertsmere	2	6
Direct email	22/2/23 & 28/4/23	127 local letting agents and managing agents including surrounding boroughs	2	127
Direct email	22/2/23 & 28/4/23	36 local and national housing interest groups	2	36
Direct email	22/2/23 & 28/4/23	All London authority Environmental Health contacts via ALEHM	2	32
Direct email	22/2/23 & 28/4/23	10 NHS trusts and Core Commissioning Groups	2	10
Direct email	22/2/23 & 28/4/23	34 community pharmacies	2	34
Direct email	22/2/23 & 28/4/23	16 Barnet libraries	2	16
Direct email	22/2/23 & 28/4/23	43 Barnet and Partner Organisation contacts	2	43

Direct email	22/2/23 & 28/4/23	964 landlords with properties in Barnet	2	964
LBB website- on Private Sector Housing web pages as well as consultation pages	February to July 2023	General community	ongoing	Unknown
Barnet First magazine	March and July 2023	General community- 159,420 houses	2	318,840
LBB Intranet	26 th July 2023	All Council staff – resident and non resident	1	2,209
Cross boundary newspaper advert. ½ page advert in Barnet Times and newspaper of Camden, Brent, Enfield, Harrow- 7 days	Hampstead Print and Standard Digital Display Advertising - 30/06/2023 (7 days) Barnet Borough Times - 16x9 - 29/06/2023 (1 insert) Brent & Kilburn Times - 16x9 - 29/06/2023 (1 insert) Enfield Independent - 16x9 - 28/06/2023 (1 insert) Hampstead & Highgate Express - 16x9 - 29/06/2023 (1 insert) Harrow Times - 16x9 - 29/06/2023 (1 insert)	General Community	1	125,000

Consultation promotion on email sign off of the Private Sector Housing Team and out of office messages from all staff and the generic mailbox for Regulatory Services and the HMO Licensing Team	February to July 2023	General community, but predominantly landlords, agents, local residents and tenants		C2,000
The Barnet Group website and social media	7 th July 2023 until the end of consultation	Barnet Homes residents	ongoing	669 views on Twitter, 4 retweets
Organic posts on Twitter	across the consultation period	General community	8	566
Number of times promoted through LBB Barnet First e news letter	Weekly across the consultation period	General community	Weekly across the consultation period	41,000 subscribers

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Barnet Council



Consultation on proposals for a selective licensing scheme for privately rented properties 2024-2029 – Executive Summary

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Executive Summary

1.0 Background

- 1.1 This report sets out the findings of the consultation on proposals for a selective licensing scheme (Phase 2) for privately rented properties 2024-2029, undertaken by the London Borough of Barnet Council (Barnet Council).
- 1.2 Following a consultation in 2021, Barnet Council renewed its borough-wide additional licensing scheme for houses in multiple occupation from October 2022 and approved the introduction of a selective licensing scheme (Phase 1) in Burnt Oak, Colindale North and Colindale South (except for some regeneration areas), which is intended to commence in early 2024.
- 1.3 The previous consultation also proposed two further phases of selective licensing. It was decided not to proceed with those proposals, but to reconsult on an alternative proposal following analysis of data relating to new ward boundaries.
- 1.4 The Council is now proposing a further selective licensing scheme (Phase 2) in ten more wards. The scheme will help the Council work together with landlords to make sure that homes are safe and well managed.
- 1.5 Under the proposals, landlords would need to obtain a licence for privately rented properties within the scope of the selective licensing scheme, for which there is a fee payable. The fee is charged to cover the costs of processing an application and the cost of monitoring compliance with licence conditions.
- 1.6 As part of the decision-making process, Barnet Council undertook a consultation with landlords, letting agents, tenants, residents and other third parties. Enventure Research was commissioned to undertake the coding of open ended and 'other' responses and independently analyse and report on the results.

2.0 Approach to the consultation

- 2.1 The consultation was initially open for 12 weeks from 22 February but was subsequently extended to 31 July 2023 (22.5 weeks). The primary method to receive feedback was an online survey published on www.engage.barnet.gov.uk, together with information detailing the background of the proposals. A total of 369 responses were received and seven written responses were received by email. Despite the longer consultation period, there were fewer responses than for the previous consultation in 2021, when there was 466 online responses and nine written responses by email.
- 2.2 The report contains several tables and charts that present the survey results. In some instances, the responses may not add up to 100% and where responses have been combined (e.g. strongly agree and tend to agree), the combined percentage may differ by one percentage point compared with the individual percentages. Furthermore, questions in the survey were not routed or compulsory, meaning respondents could answer any question or skip questions. This resulted in varying base sizes.

3.0 Respondent profile

- 3.1 The Council is required by law (the Equality Act 2010) to pay due regard to equalities in eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations between people from different groups.
- 3.2 The protected characteristics identified in the Equality Act 2010 are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership. In addition to answering questions on these characteristics, respondents were asked to provide information about the electoral ward in which they live, housing tenure and employment status.
- 3.3 More detail of the respondent profile and protected characteristics, including the ward they live in, can be found in section 4 of the main report. A summary of the protected characteristics is shown in section 2 of the main report.

4.0 Key findings

4.1 Overall, the majority of respondents opposed the introduction of the selective scheme

Overall, the majority (70%) of respondents opposed the introduction of the selective scheme for privately rented properties in Barnet.

Opposition, however, was stronger amongst managing or letting agents and private landlords (100% and 94% opposing respectively) and support was stronger amongst owner occupiers and those renting from private landlords (63% and 43% support respectively).

Most respondents to the consultation were landlords or letting agents.

The majority (45%) of respondents were private landlords, with 8% stating they were a managing or letting agent or work for a managing or letting agent. Only 20% of respondents said they rented their home from a private landlord. A further 14% of respondents were owner occupiers.

Reasons stated why people were opposed to the proposed scheme included:

- Landlords would exit the market
- The number of rental properties would reduce and so increase homelessness
- Rents would increase as the cost of the licence would be passed on to tenants
- It is just a money-making exercise for the council
- It penalises good landlords, whilst bad landlords will not get a licence
- Unnecessary red tape and bureaucracy
- Concern that the council would not be able to adequately resource the scheme
- Fees are too high

Reasons stated why people supported the scheme included:

- Too many poor properties
- Poor conditions affecting tenants' health
- Landlords need to be better regulated
- To make landlords maintain their properties
- Landlords making short-term profit at the expense of tenants
- To identify more rented properties
- Reduce crime and ASB
- To protect tenants

4.2 High costs of heating and lack of energy efficiency in the property are two of the main concerns that respondents who rent privately have

Two of the top three problems experienced by respondents who rent privately were related to energy. A third (32%) said high costs of heating was a serious issue (serious and very serious combined) and 28% said the lack of energy efficiency in the property was either serious or very serious. Damp and mould was also a major concern, identified by almost three in ten respondents (28%) as serious or very serious.

4.3 Almost three in ten respondents who rent privately feel their health is adversely affected to some extent or a great deal

Almost three in ten respondents (28%) who rented privately felt that their health had been adversely affected by the condition of the property either a great deal or to some extent. Three in five (59%) said their health had not been affected at all.

4.4 Almost two-thirds of respondents disagree with the areas selected by the Council for selective licensing

Almost two-thirds of all respondents (64%) said they disagreed with the proposed areas selected by the Council (58% strongly disagree and 6% tend to disagree). A quarter (26%) said they agreed with the proposal (18% strongly agree and 8% tend to agree).

Managing or letting agents and private landlords disagreed the most (93% and 87% respectively). By comparison 44% of those who rent from a private landlord and 47% of owner occupiers agreed with the areas selected.

Respondents did not specifically state the reasons for disagreeing with the areas selected, but rather referred to their general objections to introducing a selective licensing scheme in response to this question.

4.5 Almost three in five respondents disagree with the conditions to be applied to licences

Almost three in five respondents (57%) said they disagreed with the conditions to be applied.

Managing or letting agents and private landlords disagreed the most (78% and 77% respectively), compared with those that rent from a private landlord and owner occupiers (45% and 57% respectively).

The main reasons for disagreeing were that there are already sufficient regulations and checks, however, many simply referred to their general objections to introducing a selective licensing scheme in response to this question.

4.6 Just over seven in ten respondents disagree with the indicative fees for the new selective licensing scheme

Just over seven in ten respondents (72%) said they disagreed with the indicative licence fees for the new selective licence scheme proposed. However, almost a quarter (23%) said they agreed with the proposal.

Managing or letting agents and private landlords disagreed the most (100% and 89% respectively), compared with owner occupiers and those that rent from a private landlord (50% and 30% respectively).

The main reasons for disagreeing were that the fees were generally considered to be too high for landlords to pay and as a result costs will be passed on to tenants.

4.7 Almost two thirds of respondents disagree with the stated benefits that the licensing scheme will bring to the private rented sector in Barnet

Almost two-thirds of respondents (65%) said they disagreed with the stated benefits that the selective licensing scheme will bring to the private rented sector. Just over a quarter (27%) said they agreed with the proposal.

Private landlords and managing or letting agents disagreed the most (85% and 82% respectively), compared with those that rent from a private landlord and owner occupiers (50% and 67% respectively).

The main reason for disagreeing was the perceived financial burden on landlords, although most respondents referred to their general objections to introducing a selective licensing scheme in response to this question.

4.8 Generally, respondents believe that the new selective licensing scheme will have a negative impact

Overall, respondents believed the new licensing scheme will have more of a negative impact than a positive one. The statistics were as follows:

- Impact on themselves and their family (51% said a negative impact v 24% that said a positive impact)
- Impact on landlord businesses (93% said a negative impact v 4% that said a positive impact)
- Impact on organisations throughout Barnet (64% said a negative impact v 21% that said a positive impact)
- Impact on the local area (43% said a negative impact v 22% that said a positive impact)
- Impact on Barnet as a whole (46% said a negative impact v 24% that said a positive impact)

Private tenants who considered that the proposal would have a negative impact on them and their family did not give any reasons for this view.

A reason stated by landlords who considered that the proposal would have a negative impact on their business was that landlords would exit the market as a result.

5.0 Consultation

5.1 The detail of the consultation was broadly very similar to the previous consultation in 2021 relating to selective licensing. Any revisions to the 2021 proposals were incorporated into these proposals and so a lot of feedback had already been considered. The main difference in this consultation related to the areas that were proposed to be included following a reassessment of data based upon new ward boundaries.

5.2 Focus groups for the previous consultation were not well supported, with only 25 tenants or other residents and four landlords taking part. As the feedback from these events had already been taken into account, the advice of the Barnet Consultation and Engagement Manager was that there would be no further benefit in undertaking further focus groups for this consultation.

5.3 The consultation was promoted by Barnet Council through the following:

- Council website pages
- Press release
- Social media campaign via X (formerly known as Twitter) and Facebook
- Barnet First paper magazine (distributed to all household in Barnet)
- Barnet First e-newsletter
- Communities Together Network bulletin
- Advert in Barnet Times (print and online)

6.0 Survey of responses

6.1 The following figures provide a breakdown of respondents in respect to how, and in what capacity, they are responding to the consultation, in which area they live, work, have a business, and if they are a landlord or agent, how many properties they let or manage.

Figure 1 - (Q1) Which of the follow best describe why you are completing this questionnaire?
Base - All respondents (369)

Response	Respondents	Percentage of respondents
I am a private landlord	165	45%
I rent my home from a private landlord	73	20%
I am an owner occupier (with or without a mortgage)	53	14%
I am a managing or letting agent or work for a managing or letting agent	31	8%
I work for a local authority	9	2%
I work for an organisation that represents landlords, or managing or letting agents	6	2%
I work for an organisation that has an interest in private renting in Barnet or the surrounding areas	6	2%
I rent my home from the Council	5	1%
I rent my home from a housing association	5	1%
I work for or own a business	3	1%
I work for an organisation that represents private tenants	3	1%
Other interested party or organisation (please state type of organisation in the box below)	10	3%
TOTAL RESPONSES	369	100%

- 6.2 The majority of respondents (93%) said they either lived, worked, have a business or owned / rented a property in *the London Borough of Barnet* area.
- 6.3 The largest proportions of respondents who responded to say if they either lived, worked, had a business or owned / rented a property in, were from the *Hendon ward* (13%) or *Edgware ward* (12%).
- 6.4 Almost four in five respondents (78%) said they were completing the questionnaire as an *individual*, and one in five (20%) said they were completing it as a *business / company*.
- 6.5 Of the respondents who were completing the questionnaire as a business or company, over nine in ten (92%) said this was *based within the borough of Barnet*.
- 6.6 Respondents who let or managed private rented properties were asked how many properties they rented. The most common response was *one property*, mentioned by two in five respondents (41%). A third (33%) said they let or managed *two to five properties*. One in nine (11%) said they let or managed *more than 50 properties*.

6.7 If the wards that the private rented properties are situated, the most common response was *Golders Green ward* (22%).

7.0 Experiences of living in private rented properties

7.1 Respondents were asked if they lived in a house or flat occupied by a single family, or one person or two persons who may or may not share facilities (either a house or flat), known as an SFO. A total of 100 respondents (29%) said they lived in a SFO.

7.2 Respondents who rented privately were subsequently asked to identify any problems they had experienced whilst living in SFO properties in Barnet. High costs of heating was the biggest concern, identified by 32% of respondents as either a serious or very serious problem. Damp and mould was highlighted by 28% of respondents, and another energy related issue was lack of energy efficiency in the property, highlighted by 24%. Poor repair was highlighted by 18% of respondents. 8% of respondents highlighted overcrowding and 8% highlighted anti-social behaviour. 4% highlighted crime.

8.0 Health

8.1 Respondents who rented privately were asked if they felt their health had been adversely affected by the condition of their property. As shown in the figure below, one in ten (10%) said it had been affected *a great deal*, a further 18% *to some extent* and 12% *not very much*. Three in five (59%) said it had *not been affected at all*.

Figure 2 – (Q10) Do you feel your health has been adversely affected by the conditions of the property?

Base – Respondents who rent privately (49)

Response	Number of responses	Percentage
Not at all	29	59%
Not very much	6	12%
To some extent	9	18%
A great deal	5	10%
Don't know / not sure	-	-
TOTAL RESPONSES	49	100%

9.0 Proposals to introduce selective licensing schemes for other privately rented properties

9.1 The consultation asked respondents if they agreed or disagreed with the proposal to include a greater number of privately rented properties in ten further wards in Barnet (in addition to those in Burnt Oak, Colindale North and Colindale South).

9.2 Almost two-thirds of all respondents (64%) said they *disagreed* with the proposed areas selected by the Council (58% strongly disagree and 6% tend to disagree). A quarter (26%) said they *agreed* with the proposal (18% strongly agree and 8% tend to agree).

9.3 Subgroup analysis highlights that certain groups were more likely to agree (strongly agree and tend to agree – overall combined 24%) with the areas selected by the Council for selective licensing. These groups were:

- Those that rent from a private landlord (44%)
- Owner occupiers (47%)

Groups more likely to **disagree** (strongly disagree and tend to disagree – overall combined 64%) with the areas selected by the Council for selective licensing were:

- Private landlords (87%)
- Managing or letting agents (93%)

9.4 Respondents who disagreed with the proposed areas did so for a variety of reasons, however, most reasons quoted were more about their objections to the scheme generally, rather than about the areas to be covered. Of the relevant reasons given, 22% stated that there were no problems in the area and that properties are well maintained, and 12% stated that the scheme should apply more widely, to all areas and rental properties.

9.5 Almost three in five (57%) said they disagreed with the conditions to be applied (6% *tend to agree* and 51% *strongly disagree*). Around three in ten (31%) said they agreed with the proposal (18% *strongly agree* and 13% *tend to agree*).

9.6 Subgroup analysis highlights that certain groups were more likely to **agree** (strongly agree and tend to agree – overall combined 31%) with the conditions that are to be applied to licences under the proposed selective licensing schemes. These groups were:

- Those that rent from a private landlord (45%)
- Owner occupiers (57%)

Groups more likely to **disagree** (strongly disagree and tend to disagree – overall combined 57%) with the with the conditions that are to be applied to licences under the proposed selective licensing schemes were:

- Private landlords (77%)
- Managing or letting agents (78%)

9.7 Those who previously indicated that they disagree with the conditions were asked why this was. However, several of the reasons quoted were more about their objections to the scheme generally, rather than about the licence conditions to be applied. Of the relevant reasons given, 25% stated that there are already *enough existing regulations* and checks in place and *new the conditions would be duplicating existing regulations.*, and 12% stated that

the scheme should apply more widely, to all areas and rental properties. One in five respondents (21%) also believed the conditions would be an *additional cost or burden for landlords*.

9.8 Just over seven in ten of respondents (72%) said they *disagreed* with the indicative licence fees for the new selective licence scheme proposed (8% tend to disagree and 64% strongly disagree). However, almost a quarter (23%) said they *agreed* with the proposal.

9.9 Subgroup analysis highlights that certain groups were more likely to **agree** (strongly agree and tend to agree – overall combined 23%) with the indicative licence fees for the new selective licence scheme. These groups were:

- Those that rent from a private landlord (30%)
- Owner occupiers (50%)

Groups more likely to **disagree** (strongly disagree and tend to disagree – overall combined 72%) with the with the conditions that are to be applied to licences under the proposed selective licensing schemes were:

- Private landlords (89%)
- Managing or letting agents (100%)

9.10 Respondents disagreeing with the indicative fees were given the opportunity to provide their reasons for doing so. Just over two in five respondents (43%) said they disagreed because they thought costs will be passed on to tenants and rents will be increased. A third (34%) said the fees would be too high and a quarter (23%) said it would be an additional cost or burden for landlords. However, several of the reasons quoted were more about their objections to the scheme generally, rather than about the indicative licence fees.

Figure 3 – (Q16) If you disagree, please say why. There were further objections not related to the areas of scope (115 individual comments) that are not shown.

Base - Respondents who disagreed with the indicative licence fees for the new selective scheme (176) - respondents could provide more than one response/reason

The table below shows responses for the above figure.

Response	Number of responses	Percentage
Costs will be passed on to tenants/rents will increase	76	43%
Too expensive/fees too high	59	34%
Additional cost/burden for landlords	41	23%
Just a money making scheme	29	16%
Unnecessary/few problems exist	12	7%
Lack of transparency/detail about costs	6	3%
Fees too low/should be increased	5	3%
Fees higher than in other areas where licensing introduced	5	3%
Should be free/no charge for service	4	2%
Less money available for property repairs	4	2%
Fees should be structured/on a sliding scale	3	2%
Cost will increase with inflation	2	1%

Objections not related to the level of the indicative licence fees	115	-
TOTAL RESPONSES	361	-

- 9.11 Almost two-thirds of respondents (65%) said they disagreed with the stated benefits of the proposed scheme (7% tend to disagree and 58% strongly disagree). Just over a quarter (27%) said they agreed with the proposal (19% *strongly agree* and 8% *tend to agree*).
- 9.12 Subgroup analysis highlights that certain groups were more likely to **agree** (strongly agree and tend to agree – overall combined 27%) with the stated benefits that the selective licensing scheme will bring to the private rented sector in Barnet. These groups were:
- Those that rent from a private landlord (67%)
 - Owner occupiers (50%)
- Groups more likely to **disagree** (strongly disagree and tend to disagree – overall combined 65%) with the with the conditions that are to be applied to licences under the proposed selective licensing schemes were:
- Private landlords (85%)
 - Managing or letting agents (82%)
- 9.13 Respondents who disagreed that the selective licensing scheme will bring benefits to the private rented sector in Barnet were asked to state why this was. Several of the responses did not directly relate to the stated benefits of the scheme, but all substantive responses have been reproduced below as they may relate to what the respondent considers to be a benefit. These issues are also captured in the reasons for objecting to the scheme generally. As shown in the figure below, one in five respondents (21%) were concerned that the *costs of the licensing scheme would be passed on to tenants through rent increases* and a further 20% thought that *some landlords would leave the rental market* which would result in *fewer properties being available*. Other reasons included *additional costs or burden for landlords* (20%), there are already *sufficient regulations and powers that should be enforced* (20%), and that *licensing doesn't always work and won't solve the problems* (19%).

Figure 4 – (Q18) If you disagree, please say why.

Base – Respondents who disagreed with the stated benefits (136) - respondents could provide more than one response/reason

The table below shows all responses.

Response	Number of responses	Percentage
Costs will be passed on to tenants/rents will increase	29	21%
Landlords will exit the market/fewer rental properties available	27	20%
Additional cost/burden for landlords	27	20%
Enough regulations/enforce existing powers	27	20%
Licensing doesn't work/won't solve problems	26	19%
Penalises responsible landlords/focus on bad landlords	25	18%
No/unclear benefits	22	16%
Just a money making scheme	19	14%
Bad landlords will not register	15	11%
Will be difficult/costly to administer	14	10%
Too much regulation/red tape	12	9%

Unnecessary/few problems exist	10	7%
Won't improve housing quality/less money for repairs	8	6%
Council should prioritise spending elsewhere	8	6%
TOTAL RESPONSES	269	-

10. Impact of the new selective licensing scheme on individuals and the borough

- 10.1 Half of those who rented privately (51%) said the proposed scheme would have a *negative impact* on themselves and their family, compared with 24% that said it would have a *positive impact*. Of those private renters who said the scheme would have a negative impact on them and their family, comments made as to why they also opposed the scheme related to increased rents and shortage of rental properties.
- 10.2 Almost three in five (58%) tenants (not privately renting) said the proposed scheme would have a *positive impact* on themselves and their family living in the area. This compares with 15% that said it would have a *negative impact*. One respondent stated that it would help to tackle properties that are in disrepair and bring them back up to standard.
- 10.3 Over nine in ten landlord respondents (93%) said the proposed scheme would have a *negative impact* on their business. By contrast, only a very small proportion of landlord respondents (4%) that said it would have a *positive impact*. Comments made by landlords who think the scheme will have a negative impact on their business include that it penalises good landlords and that it is an expensive scheme and would cause landlords to leave the rental market.
- 10.4 Almost two-thirds (64%) of organisations (excluding landlord businesses), said the proposed scheme would have a *negative impact* on their business. This compares with 21% that said it would have a *positive impact*.
- 10.5 Overall, just over two in five (43%) of all respondents who answered the question said the proposed scheme would have a positive impact their local area. This compares with 22% that said it would have a *negative impact*.
- 10.6 Subgroup analysis highlights that certain groups were more likely say the proposed scheme will have a positive impact on their local area (22% overall). These groups were:
- Renting home from private landlord (24%)
 - Owner occupiers (positive impact) (61%)
- Groups more likely to say it would have a negative impact (43% overall) were:
- Private landlords (55%)
 - Managing or letting agents (52%)
- 10.7 Overall, almost half of respondents who answered the question (24%) said the proposed scheme would have a *positive impact* on the whole borough of Barnet. This compares with 46% that said it would have a negative impact.
- 10.8 Subgroup analysis highlights that certain groups were more likely to say the proposed scheme will have a positive impact the whole of Barnet (24% overall). These groups were:
- Renting home from private landlord (29%)

- Owner occupiers (positive impact) (59%)

Groups more likely to say it would have a negative impact (46% overall) were:

- Private landlords (58%)
- Managing or letting agents (68%)

10.9 Respondents also had the opportunity to leave comments about the impact that the new selective licensing scheme. A summary of the comments include:

- Will result in fewer properties being available
- Will result in higher rents
- Additional cost/burden for landlords
- Unsure/need more detail/guidelines

11.0 Overall support for the selective licensing schemes

11.1 Finally, respondents were asked if they supported or opposed the introduction of the selective licensing scheme for privately rented properties in Barnet. Overall, seven in ten (70%) opposed the selective licensing scheme (7% opposed and 63% strongly opposed). This compares to 28% that *support* it (8% tend to support and 20% strongly support).

11.2 Subgroup analysis highlights that certain groups were more likely to support the introduction of the selective scheme (28% overall). These groups were:

- Renting home from private landlord (43%)
- Owner occupiers (positive impact) (63%)

Groups more likely to oppose the introduction of the selective scheme (70%) were:

- Private landlords (94%)
- Managing or letting agents (100%)

11.3 The table below show the support or opposition to the re-introduction of an additional licensing scheme by ward.

Figure 5 - Support or oppose the re-introduction of an additional licensing scheme for privately rented properties in Barnet by ward (live, rent a property work or have a business in)? Wards mentioned that are in scope for the proposed scheme are highlighted.

Base – Respondents who answered the question and who specified which ward they were in (98)

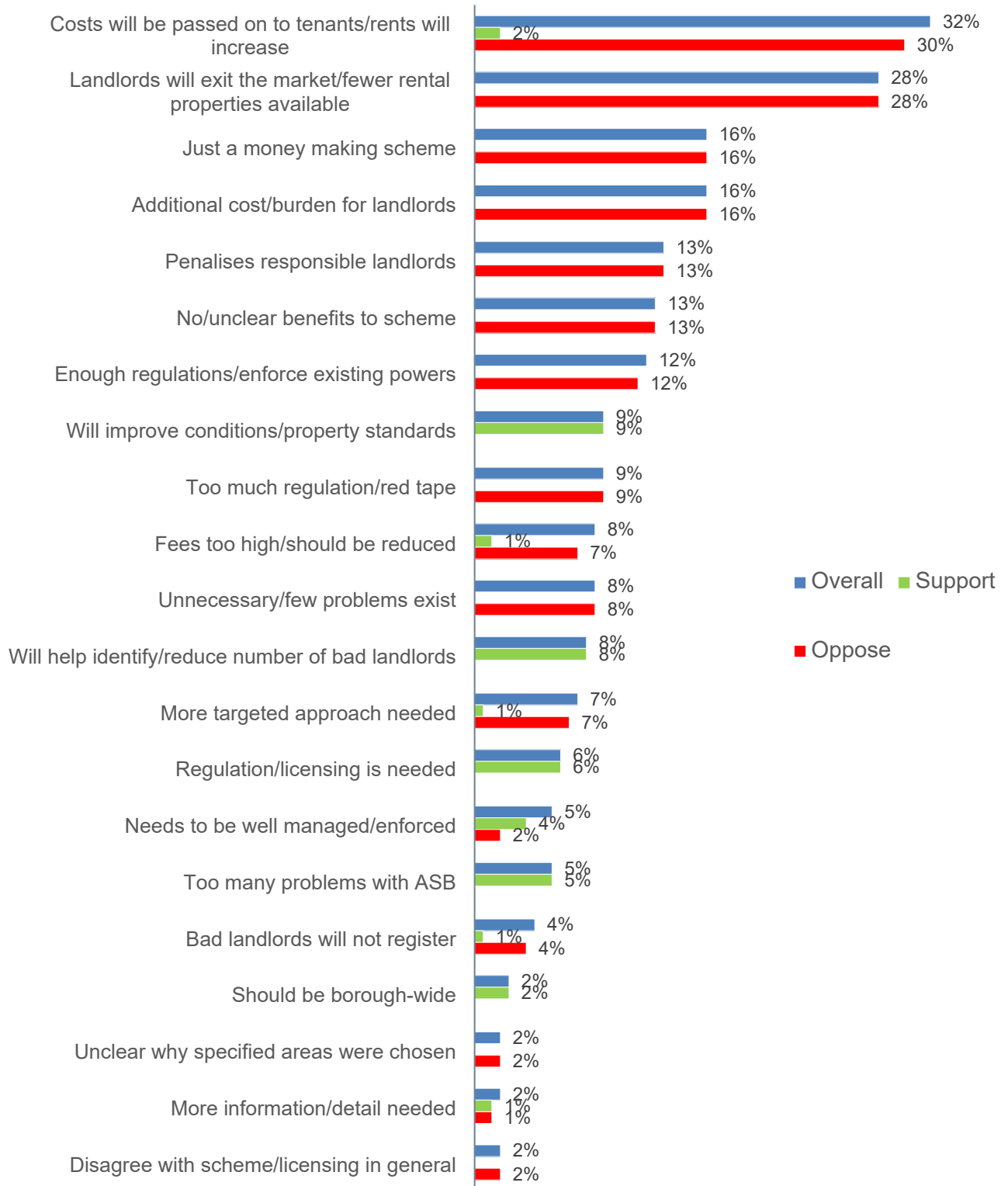
Ward	Support	Neither support nor oppose	Oppose
Burnt Oak ward	1	-	3
Childs Hill ward	6	-	-
Cockfosters	1	-	-
Cricklewood	4	1	3
East Barnet ward	2	-	-
East Finchley ward	4	-	-
Edgware ward	6	-	5
Finchley Central	2	-	2
Finchley Church End ward	3	-	2
Golders Green ward	1	-	3

Hendon ward	5	1	6
High Barnet ward	2	-	2
Mill Hill ward	3	-	8
New Barnet ward	-	-	1
North Finchley ward	3	-	2
Underhill ward	1	-	-
West Finchley ward	1	-	1
West Hendon ward	3	-	-
Other	5	-	5
TOTAL RESPONSES	53	2	43

- 11.4 Respondents were asked to provide their reasons why they either supported or opposed the re-introduction of an additional licensing scheme. The figure below shows the results. A third (32% overall) said they thought the *costs would be passed on to tenants* or that *rents will increase*. Most of these opposed the introduction of the selective scheme. Nearly three in ten (28% overall) believed *landlords would leave the sector and there would be fewer rental properties on the market*.

Figure 6 – (Q21) Please give reasons for your answer.

Base - Respondents who answered the question (165) - respondents could provide more than one response/reason



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Selective Licensing Phase 2 Consultation Comments Received and Response by London Borough of Barnet

The following is a schedule of the comments made in relation to the overall proposal for the proposed scheme, along with the council’s responses to those comments where applicable. Some comments relating to the same issue have been grouped together and a single response is provided to avoid unnecessary repetition.

Consultation responses in support of the proposed scheme – Public Health	London Borough of Barnet response to consultation comments
<p>Raising standards of the private rented sector will have positive health impacts across the lifespan. Furthermore, it will positively influence the health, security and suitability of Barnet’s housing stock.</p>	<p>We welcome these positive comments regarding the benefits the proposed scheme will bring.</p>
<p>Data for the new ward boundaries aren’t available yet unfortunately. However, considering the previous ward boundaries, there are areas with higher rates of overall mortality, and mortality because of respiratory and coronary heart diseases. Both diseases are related to poor housing conditions.</p> <p>West Finchley and West Hendon had higher than Barnet average rates of deaths because of respiratory diseases.</p> <p>Childs Hill, Hale, Golders Green, Hendon, Mill Hill, West Finchley and West Hendon had higher than Barnet average rates of deaths because coronary heart disease.</p> <p>Childs Hill, Hale, Golders Green, Hendon, West Finchley and West Hendon had higher than Barnet average rates of overall mortality.</p> <p>Although this data isn’t specific to the new wards, it still does give an indication on vulnerability of the residents.</p> <p>New ward data are available for unemployment rates: Cricklewood, Childs Hill, Golders Green, West Hendon, Hendon and Cricklewood have higher than Barnet average (4.4%) of unemployed residents receiving benefits.</p>	<p>This helpful data helps to demonstrate that the wards in scope will benefit from the introduction of a scheme that is designed to improve living conditions in and around the private rented sector, that will inevitably have a positive impact on people's health.</p> <p>We feel this aligns with the findings set out in the evidence base in the consultation documents.</p>
<p>Homes in the PRS tend to be older and less energy efficient than those in the socially rented or owner-occupied sectors. On a national level, the PRS also has more serious (Category 1) hazards assessed using the Housing Health and Safety Rating System, than other tenure groups.</p>	

<p>Additionally, some PRS households are more likely than other types to experience these hazards (namely, those on low incomes, receiving benefits and who are older or disabled) who are more likely to have compounding health conditions which will be aggravated by poor quality housing.</p>	
<p>Public Health welcomes recognition that the quality of housing in the private rental sector needs to be addressed. We support the review of evidence and consultation to determine the feasibility of selective licensing in Barnet for high risk areas. A selective licensing scheme would introduce additional enforcement powers which LBB could use to ensure landlords meet the required standards.</p>	

Consultation responses in support of the proposed scheme	London Borough of Barnet response to consultation comments
<p>We believe that local authorities need a healthy private rented sector to complement the other housing in an area. This provides a variety of housing types that can meet the needs of both residents and landlords in the area. Appropriate regulation and enforcement are essential for improving standards and removing criminals from the sector who exploit landlords and tenants. An active enforcement policy that supports good landlords and letting agents is crucial as it will remove those who exploit others and help create a level playing field. It is essential to understand how the sector operates as landlords and letting agents can often be victims of criminal activity and antisocial behaviour with their properties being exploited.</p>	<p>We feel this aligns with the findings set out in the evidence base in the consultation documents.</p> <p>We welcome these comments highlighting the benefits of the scheme.</p>
<p>Such a licensing scheme will help to ensure that landlords maintain their properties to a good standard, stop overcrowding, and provide adequate facilities to tenants such as appropriately sized bins which should help minimise fly tipping. It would also ensure that tenants follow expected standards of behaviour as regards noise, antisocial behaviour and fly tipping.</p>	
<p>It works both way tenants and landlords get the standards up and stop all the asb and bad living conditions , and bring to a good standard and</p>	

<p>also make the tenants also responsible. For a lot of unjust rubbish and garden problems which is</p>	<p>The aim of the scheme is not to restrict profits for landlords but to ensure that they do, if necessary, invest in their property to ensure it meets minimum standards and is safe for the occupiers.</p> <p>These are the desired aims of the scheme. If HMOs are discovered, then these will be referred for licensing under the existing additional licensing scheme.</p> <p>The scheme is not a tax but a fee for the provision of a licence that will be a statutory requirement.</p> <p>The exemptions are prescribed by law.</p> <p>Selective Licensing will help tenants and help the council to identify landlords such as those described and take action to improve properties. In circumstances such as those described, we would urge tenants to contact the department environmentalhealth@barnet.gov.uk</p>
<p>Anything to prevent property owners from profiteering is to be admired, but it is essential that there are means in place to ensure that this is the case.</p>	
<p>Overall, Citizens Advice Barnet does support the scheme, despite concerns about its effectiveness and the likelihood that fees will be passed onto tenants.</p>	
<p>I believe introducing this scheme will help discover many properties that are illegal HMO's and will tackle properties that are in disrepair and bringing them back up to standard. This hopefully will help tackle ASB issues.</p>	
<p>Long overdue. Bring in extra taxes from an otherwise lucrative tax evading sector.</p>	
<p>As stated, I do not believe there should be exceptions to the scheme and there should be a means of ascertaining which properties are being let. Landlords cannot be relied upon to supply this information to the council.</p>	
<p>My family have been leaving in a flat since 2019, right after we move in Mould started to appear on the wall of the whole house. Our landlord didn't do anything to address the problem. We have complaining for 3 years. We make lab tests which reveal toxic mould yet the landlord blames us and tries to put on us renovation after we will move out. Once we complain to the council we got a Section 21 notice. The landlord lied to the council the notice was served to repair when to us they said we have another tenant. The solution for the landlord was to clean it with bleach. Chlorine/bleach vapors are dangerous as well. As I'm on immunosuppression therapy-biological treatment I don't have immunity and this condition is extremely hard and cause great hazard. On top, my daughter constantly has respiratory problems. We have lost all private furniture due to become mouldy. Dampness and mould are very dangerous and cause illness and even death.</p>	

Tenants need more protections - licensing schemes can provide the local authority more mechanisms to provide this	
It's always good to have some form of control, this will push bad landlords to improve their properties and identify those that don't.	

Consultation comments relating to poor landlords and property conditions	London Borough of Barnet response to consultation comments
There are too many slum landlords in Burntoak and LB Barnet as a whole. The landlord next door is a constant problem - won't fix any of the ongoing issues. Told me she was a pensioner now and couldn't afford to fix the fence adjoining my property! I had to threaten her with small claims court to get it fixed.	<p>The scheme is designed to ensure that poor landlords take responsibility for managing their property.</p> <p>Conditions will be attached to licenses, including one relating to the management of ASB. These will be checked upon when the property is inspected and action taken if they are not complied with. In addition a property condition inspection will also be carried out to identify any significant hazards and these will be the subject of appropriate enforcement action to ensure they are rectified.</p>
Too many slumlords and illegal HMOs in Barnet	
To many properties in my road in particular, but in the area in general that are rented and not looked after - they are in poor state of disrepair which impacts the integrity of any other property they are attached to, makes streets feel unnecessarily uncared for and in many cases I am aware of, poor living conditions for tenants due to lack of maintaince, adherence by landlords to safety regulations etc.	
Landlords are becoming more greedy and need regulation	
Too many poor quality properties and poor quality tenants, sadly	
Many landlords are focused on extracting short-term profit at the expense of safe conditions for their tenants and other residents in the building.	
Agree that overseeing private rents can be useful to tackle issues, however more important for me is question how issues will be rectified. As someone living under a license to occupy I found that	

<p>maintenance issues are very hard to solve and it takes unreasonable time to action them.</p>	
<p>We live next door to a house converted into 2 flats. It is poorly maintained, I can see the tenants are taken advantage, I'm sure there is no gas / electric safety certification. The property is not maintained, tenants are rowdy and the front is littered with rubbish. Many of the properties in the road are like this - rented out and in poor state of repair. It is not good for tenants or the area alike.</p>	

Consultation responses relating to the need and benefit of the scheme	London Borough of Barnet response to consultation comments
<p>Given the characteristics of Barnet, we do not feel that a selective or additional licensing scheme is appropriate for the area. Except for the Burnt Oak and Colindale North and South wards, Barnet has low levels of deprivation according to the English Indices of Deprivation 2019. The council also acknowledges that the area is not an area of low housing demand or an area that is adversely impacted by migration.</p>	<p>This consultation is solely about a selective licensing scheme as the additional licensing scheme is now already in operation. As the consultation documents explain, whilst the area for the proposed selective licensing scheme does not have high levels of deprivation, is not an area of low housing demand or adversely impacted by migration, the data demonstrates that these wards have highest levels of poor property conditions in the borough. Poor property conditions are a criterion for designation of a selective licensing scheme. In addition, some of the wards in scope also have higher levels of crime and/or anti-social behaviour, which are similar grounds for designation, albeit they are not intended to be included in the designation itself.</p>
<p>We also dispute some of the benefits the council have highlighted for landlords and agents. The Council state 'Licensing helps landlords to protect their investment in their property leading to an increase of property value.' We would be grateful if evidence could be provided of a synergy between property value and licensing.</p>	<p>Licensing helps to ensure that properties are properly managed and maintained to a good standard. The council believe it is a logical conclusion that a well-maintained property will make a property more attractive to a potential buyer and in turn this will ensure that the best value can be obtained through any future sale. There are also benefits for the local community which will improve saleability.</p>
<p>1) There are less available housing stock in the market and this will reduce it even further 2) can't see the point of it if no house available to rent? 3) as a tenant, first we have to be able to find somewhere to live first before we can start talking about other</p>	<p>There are many factors that feed into changes in the housing market. We have spoken with other boroughs running licensing schemes and they have not seen any evidence that the scheme itself is leading to landlords exiting the market. We do not believe that the scheme should</p>

things. If we can't even find a place to rent to begin with, all these are pointless	lead to a reduction in properties to rent. Fees should easily be able to be absorbed into a landlord's business model without the need to sell up or pass it on to their tenants.
Not necessary	The council's evidence suggests the scheme is necessary
It doesn't protect the private tenants that need the most help. It seems designed to make landlords only rent to tenants of a certain caliber.	The scheme is most certainly designed to protect the private tenants in need of the most help. There is no intention to drive landlords to only rent to certain tenants, although it is designed to ensure landlords take the appropriate level of responsibility for managing their property whoever they choose to rent it to.
Cost and benefit don't match and it will lead to crime and rising rents for low income families. It's a typical Far Right wing solution. Bring back the fair rent scheme with no charges.	We are not sure why the scheme would lead to a rise in crime. Crime is a specific criterion that the government have set for the selection of areas for selective licensing, so by implication it can be used to reduce crime, not increase it.
I strongly oppose this scheme which will not benefit tenants or landlords at all.	There are many other issues of property maintenance and management than those mentioned by the respondent that contribute to the safety and wellbeing of occupiers.
Area is rented to middle class rented only . Epc . Cir and cp12 certification already satisfies safety and well being of parties. Selective licensing will not increase this further or maintain this.	
It is unnecessary	
A selective licencing scheme is not needed!	
Simply no need for it. Just another fee and another headace	
It will just kill landlords	We would reference the evidence base that shows that the scheme is necessary in these wards.

Consultation responses relating to the scope of the scheme	London Borough of Barnet response to consultation comments
It proved to reduce crime and ASB. There is already too much subdivision of family homes by greedy developers/landlords, this process may weed out the bad ones. It should also be Borough-wide and the licence should be for 3 years and cost £1,500+	The council has not established data to support the need for a borough wide scheme. The legislation provides for the scheme to operate for up to 5 years and in most cases, it is expected the licence will be issued for 5

	years rather than 3. The cost is calculated on the cost of delivery of the scheme, which is not as high as £1,500+ per property.
Blanket restrictions are never a good idea	The proposed scheme will only apply to the wards in which the data supports its implementation.
Please extend the areas!!!	The council can only introduce selective licensing in the areas where it can show that certain criteria as specified in legislation have been met. There is not currently sufficient evidence of a case for selective licensing in other wards although this could change in the future.
why put in selective licencing into church end finchley when it doesnt even fit the critera which you think affect the area ie crime deprivation migration poor proerty conditions significant mis behaviour chuch end finchley is not that the proerty prices and flats are mostly in good condition this is just a money spinning exercise	The data presented in the consultation shows that Finchley Church End ranks as the 6th worst ward for evidence of poor property conditions of the 10 wards included within this proposal. For anti-social behaviour it ranks 3rd worst and for crime it ranks 5th worst of the 10 wards. Deprivation and migration have not been considered as issues affecting the proposal.
There are too rented properties in my area, that are poorly maintained and rented out as illegal HMOs. I hope the SFO can solve this problem	Although this scheme is not directed at HMOs, the proposed scheme is designed to improve the condition of poorly maintained properties. If HMOs are discovered then these will be referred for licensing under the existing additional licensing scheme.
The areas selected (based on my experience living there) do not make sense. The costs are very high and there must be a better approach to generate the outcome desired.	The areas selected are based upon the analysis of data relevant to the criterion set out in the legislation.
I can't see reasons why Mill Hill need to be included. More red tapes and less properties and higher rent for renters	Mill Hill is included as the data shows it is a ward with a greater percentage of poor property conditions
Support in principal. But the price is too high and it should be Borough wide	Fees are set around cost recovery of delivering the scheme, without a profit margin in line with legal requirements.

Consultation responses relating to ability to resource and enforce the scheme	London Borough of Barnet response to consultation comments
<p>One of our concerns about licensing schemes, especially ones as large as the proposed Barnet scheme, is that the enforcement of schemes to ensure standards are being met in the PRS is often inadequate resulting in compliant landlords having to pay for the scheme and rogue landlords continuing to operate below standard under the radar. Given that this selective licensing scheme covers ten wards and is in addition to an additional borough-wide scheme, we are especially concerned with this regard for this proposal.</p> <p>The licensing scheme will operate in ten Barnet wards alongside a borough-wide additional licensing scheme. The PRS is very large and growing in Barnet, is an important housing tenure and is home to many people living in the London Borough. According to the 2021 Census, there are 48,705 households who are privately renting which equates to 32.7% of all 148,917 Barnet households. Not only is this one of the larger PRS stocks in London, but the total PRS stock has increased from the previous 2011 Census when the PRS equated to 25.6% of all households. Given these challenging figures, we would like clarification on how much resources Barnet will put into enforcement and compliance of the scheme. If sufficient resources are not put into staffing the scheme, then we are concerned the aims of the scheme will not be met and it will result in complaint landlords paying for the scheme with rouge landlords operating under the radar.</p>	<p>The council shares the respondents concern that the scheme is adequately resourced to enable sufficient levels of enforcement. The scheme has been modelled to reflect the scale of properties in scope. The timing of the designation of the scheme will be carefully managed following the introduction of the additional licensing scheme and the first selective licensing scheme already approved, to enable recruitment of sufficient staff to undertake both the administrative processes and the enforcement in relation to the poorer landlords. Resourcing will be scaled up as required to meet the demands of the scheme.</p>
<p>It is vital that the council establishes and maintains a well-resourced and effective enforcement team to take action against those landlords and agents that seek to evade the licensing scheme.</p> <p>Without effective enforcement, new regulatory burdens will fall solely on those that apply for a licence whilst the rogue element of the market continue to evade the scheme and operate under the radar. This creates unfair competition for xxxxxxxx members who seek to</p>	

<p>comply with all their legal responsibilities. They are saddled with extra costs associated with the licence application process and compliance, whilst others evade the scheme completely.</p>	<p>The design of the scheme will provide for the recruitment of sufficient numbers of administrative and enforcement staff for the scheme to work effectively as planned. The cost of this is covered by the licensing fees.</p> <p>The issue of why alternative approaches are not preferred was covered in the consultation documents.</p> <p>If the scheme proceeds, there will be an inspection programme throughout the life of the scheme.</p>
<p>We have a few recommendations for the council to consider: 1) Ensure adequate resource to enforce the scheme, including pro-actively identifying landlords whose properties fall within the scheme who have failed to licence their properties or breached the conditions of their licence 2) Support this by introducing a streamlined reporting system for tenants to use to identify such landlords – adequate resource would be needed to follow up on such reports</p>	
<p>I agree with selective licensing but am concerned about the impacts on Barnet staff workloads of such a large number of properties to be licensed in a short timeframe</p>	
<p>If tenants complain the LBoFB should then act and there is enough legislation to sort out problems, largely there is no one there for any problem be it private or rented. This is taking a sledgehammer to crack a nut.</p>	
<p>Property licensing sends out a clear message that the local authority is dedicating resources to management and enforcement in the private rented sector. But licensing needs to be underpinned by an inspection regime to be effective. Hopefully, officers of LB Barnet have a plan in place.</p>	

Consultation comments relating to alternatives to selective licensing	London Borough of Barnet response to consultation comments
<p>xxxxxxxxxxx has a shared interest with Barnet Council in ensuring a high-quality private rented sector but strongly disagrees that the introduction of the proposed measures is the most effective approach to achieve this aim both in the short term and long term.</p>	<p>We welcome the detailed consideration of the council’s approach. The consultation considered alternative mechanisms, and none were considered to achieve the wholesale benefits that selective licensing will achieve.</p>

Before embarking on a new licensing scheme, we think the council should adequately resource the additional licensing scheme. It is unfair on reputable landlords and agents who have incurred costs getting their property licensed if many other properties are being operated in breach of licensing scheme without any sanctions being applied.

An expansive new selective licensing scheme will spread the council's staffing resources more thinly, particularly as the council has not yet rolled out the proposed phase 1 selective licensing scheme.

We would highlight that Croydon Council's application to the Secretary of State for borough wide selective licensing was refused in 2021. One of the reasons given by the Secretary of State was failure to demonstrate strong outcomes or efficient delivery of their previous scheme.

We anticipate the Secretary of State will apply similar considerations to an application from Barnet Council. For this reason, we would encourage the council to focus on HMO licensing and rolling out the first selective licensing scheme. The council should demonstrate competent scheme delivery, and adequate resourcing before seeking permission for a further scheme.

In describing the alternative options considered, there is no reference to what we think could be the best approach in the circumstances: focus on delivering the mandatory HMO and additional licensing schemes and rolling out the first selective licensing scheme consulted upon in 2021.

Implementing the first selective licensing scheme would allow the council to trial the proposed new licence application system, selective licence conditions and inspection methodology. A scheme focused on

We are fully in agreement with these comments. The council will not embark upon any new schemes without ensuring any existing schemes are adequately resourced, or that the new scheme can be resourced.

The designation for Phase 1 of selective licensing has not yet been made and will not be made until adequate resources are in place to effectively deliver the scheme.

The council is fully aware of the decisions of the Secretary of State on other schemes and the reasons for refusal of schemes and we will ensure that the Phase 1 selective licensing scheme is fully up and running and that both this and the additional licensing scheme are achieving desired outcomes before making the designation for Phase 2 of selective licensing and submitting it to the Secretary of State. This is anticipated to be in early 2025.

As explained in the answer to the comment above, the council would not intend to make the designation for Phase 2 until satisfied with the implementation of additional licensing and roll out of Phase 1 of selective licensing.

However, we do not agree with the alternative suggestion to wait for five years until Phase 1 has ended before commencing with Phase 2. The evidence we have gathered demonstrates that criteria for designation

<p>three wards enables a more concerted cross departmental approach to addressing the issues. If the model is found to be successful, permission could be sought for a second larger scheme. Alternatively, the council could decide to refocus their efforts on a new area when the first scheme ends after five years. This approach overcomes the risk that the magnitude of the scheme overwhelms capacity to prioritise resources and achieve meaningful results.</p>	<p>have been met in the proposed wards and to wait for a period of 5 years would therefore not be appropriate. The council has a responsibility to ensure that conditions in the private rented sector are improved and to use the relevant tools that the government have made available to achieve this.</p>
<p>There are better ways to improve the relationship between Landlords and tenants</p>	<p>Having reviewed the options available, the council views that licensing will add an additional beneficial framework to supporting their approach to property improvement in the borough.</p>
<p>This is just more bureaucracy with no defined tangible benefits. You could do a survey monkey to get landlords to list properties and tenants details. Both landlords and tenants can then fill in a detailed questionnaire to ascertain if further action or investigation is required</p>	
<p>As per previous, it is my view that this is nothing but another tax on landlords, Barnet properties are generally in very good condition and if you cared about the tenants you would set up a Rogue Landlord team rather than TAX all good landlord. in addition to that the money spent by local authority on untrained and educated staff is ridiculous</p>	

Consultation comments relating to fee levels	London Borough of Barnet response to consultation comments
<p>At £825.75 for a selective licence per property, even before the fee increases to reflect inflation has been added, the fee is high compared to other local authority selective licensing schemes including £650 in Newcastle and £550 in Liverpool. The fee is also higher compared to the proposed fees for selective licenses under consultation in other London Boroughs including £640 in Brent and £652 in Merton (before discounts.) In addition, other local authority schemes have considered 'early bird' discounts which given the large number of properties involved in this scheme would be a good incentive to ensure compliance. However, we do welcome the council offering discounts</p>	<p>The Local Government Association (LGA) guidance on locally set licence fees states that " it is an accepted principle that licensed activities should be funded on a cost-recovery basis, paid for by those benefiting from the licensed activity, rather than drawing on the public purse." Those benefitting in this respect are landlords in receipt of a licence. The council must therefore seek to ensure that the licence fee charged reflects the full cost of licensing as respects those activities that can be legitimately considered to be part of the cost. The proposed fees have been calculated upon the projected legitimate costs of the licensing scheme to the council. It should be noted that costs in every authority will be different,</p>

<p>to members of approved accreditation schemes providing they have maintained their Continuing Professional Development (CPD) points.</p>	<p>as no two authorities will have exactly the same local arrangements. In particular, staff salaries can vary across different parts of the country and so it is not believed that a direct comparison with authorities in the north of the country can be drawn as it is widely understood that salaries in London are greater than those in the north. We cannot comment on the fees determined by other London authorities as we do not know what activities or cost factors they have considered in reaching their own licence fees. Regarding 'early bird' discounts, we cannot comment on how other authorities have determined these in achieving a full cost recovery model. However, it is the view of the council that in order to provide an 'early bird' discount, higher overall fees would need to be charged to still achieve a full cost recovery model. However, it is proposed to look at other council's fee models before commencement of this scheme to see if further discounts might be feasible and appropriate.</p>
<p>We recognise that the council need to charge a reasonable fee to cover the cost of administering and enforcing the licensing scheme.</p> <p>It is important that the council implement an efficient and streamlined licence application processing system. This will help to minimise costs and keep fees at a reasonable level, thereby minimising upward pressure on the rent that is charged to tenants.</p> <p>We note the council still operates a paper based licence application system which involves printing out a form, completing it and returning it to the council. This is an inefficient way of working. It increases administrative workload, drives up processing costs and leads to a higher risk of paperwork being misplaced. We would encourage the council to implement a simple online application and payment system as many other councils have done. We welcome the commitment in the FAQ document to implement an online system before any new scheme designation is made.</p>	<p>As stated by the respondent, the council is in the process of implementing an online application and payment system and this will be operational before Phase 1 of selective licensing is implemented.</p>
<p>For selective licences, we understand the standard fee will be £825.75 which is significantly higher than the £750 proposed during the last selective licensing consultation in 2021. It is also well above the</p>	<p>As explained in the consultation documents, the council has a duty to ensure that the scheme recovers the costs of delivery in accordance with</p>

<p>London average and close to the highest selective licensing fee in London, which is currently £900.</p> <p>We would encourage the council to set licensing fees much closer to the London average. The average selective licensing fee in London is currently £687. This is based on research by London Property Licensing 2022/23.</p>	<p>the principles of the Services Directive. The proposed fee is based upon the council's latest assessment of the cost of delivering the service. Costs have naturally increased from those in the exercise undertaken in 2021 as a result of increasing costs to the council.</p> <p>We do not agree with the use of average fees. To adjust fees to an amount based upon the average fees of other authorities is not an appropriate calculation method and could result in under recovery of costs which would be a burden on the public purse. If an average fee were applied by an authority that has calculated their fee below the average, they would likely raise an excess which is not permissible.</p> <p>Discounts must be factored into the overall calculation of cost recovery. So, if a higher discount were offered, the net effect would be an even higher base fee. We believe that a 10% discount is an appropriate incentive whilst not disproportionately increasing the overall base fee. However, as stated above we undertake to look at this further.</p> <p>The council would be prepared to consider a discount for any accreditation awarded to a letting agent, subject to the scheme applying strict rules of conduct. We would want to see the full details of the accreditation scheme and that it meets at least the same standard as the London Landlord Accreditation Scheme.</p>
<p>Whilst we are pleased the council is proposing a discount for accredited landlords, we note the 10% discount equates to just £41.40 discount for each selective licence. We think a 20% discount would be more appropriate, and act as a bigger incentive.</p>	<p>Discounts must be factored into the overall calculation of cost recovery. So, if a higher discount were offered, the net effect would be an even higher base fee. We believe that a 10% discount is an appropriate incentive whilst not disproportionately increasing the overall base fee. However, as stated above we undertake to look at this further.</p>
<p>Further, we would request that the accreditation discount is widened to include landlords who use an accredited xxxxxxxxxxxx member to manage the property. This will help to professionalise the lettings industry. As highlighted in the introduction, xxxxxxxxxxxx is a not for profit accrediting organisation for lettings and management agents. Our members are required to deliver defined standards of customer service, operate within strict client accounting standards, maintain a separate client bank account and be included in a Client Money Protection Scheme. The Royal Borough of Kensington & Chelsea recently widened their accreditation discount to include xxxxxxxxxx members where a member of staff held our Ofqual-accredited Level 3 Award in Letting and Property Management.</p>	<p>The council would be prepared to consider a discount for any accreditation awarded to a letting agent, subject to the scheme applying strict rules of conduct. We would want to see the full details of the accreditation scheme and that it meets at least the same standard as the London Landlord Accreditation Scheme.</p>
<p>We note the council is proposing to charge an additional fee if the part 2 application fee is not paid within 48 hours of request. We think this timescale is unreasonably short and is something we have never come across before. If a 'late payment' fee is to be charged, a</p>	<p>We note this comment and it is not intended to continue with late payment fees.</p>

<p>timescale of 14 days would be more reasonable. However, it is questionable whether this is permitted under the legislation as the Part 1 fee is intended to cover the cost of processing licence applications.</p>	<p>Concerns around the proposed fees and the punitive effect on good landlords has been noted. Fees have been calculated using best available evidence and in line with those agreed for Phase 1 of selective licensing. However, the operation of the fee structure in Phase 1 will be carefully monitored and it is proposed that alternative models of fees and discounts given by other authorities will be closely examined with the potential for an alternative fee structure, whilst still covering costs of the scheme, being brought to Members before the designation is made if deemed appropriate to do so.</p> <p>Unfortunately, the suggested fee level would not cover the cost of running the scheme and the suggested methods of covering the deficit are not legally sound.</p> <p>We can confirm that properties with lodgers living with landlord are specifically excluded from the scheme by virtue of The Selective Licensing of Houses (Specified Exemptions) (England) Order 2006.</p>
<p>We have a few recommendations for the council to consider: 3) Reduce the fee to be more in-line with those of neighbouring boroughs (although we acknowledge this may be inconsistent with our first recommendation)</p>	
<p>A scheme is a good idea, but it needs to be much cheaper for landlords and the tenants whose rents will end up being increased to pay for it. It should cost no more than £100 a year, and the deficit of running the scheme can be covered by fines levied on persistently bad landlords and/or council tax precepts. Lastly, you do not make it clear that lodgings where the tenant lives with a live-in landlord should not be included in this scheme. Doing this would probably open to legal challenge.</p>	
<p>The cost is disproportionate</p>	
<p>If the amount of the license was half of what is proposed, I would strongly support it.</p>	

<p>Consultation comments relating to the operation of the proposed scheme</p>	<p>London Borough of Barnet response to consultation comments</p>
<p>For a scheme on this scale, we are disappointed that there is no clear strategy on how Barnet Council will identify properties that have not been registered within the proposed scheme. Turning back to our concern that compliant landlords will pay for the scheme while rogue landlords will operate under the radar, we advocate using council tax</p>	<p>We can confirm that the council does have a strategy to identify properties that may be subject to the scheme and to encourage them to apply for a licence. As described in the main consultation document this does include use of Council Tax records, along with a number of other data sources. Unfortunately, simply being able to identify potentially</p>

<p>records to identify tenures used by the private rented sector and those landlords in charge of those properties. Unlike discretionary licensing, landlords do not require self identification, making it harder for criminal landlords to operate under the radar. With this approach, the council would not need to seek permission from the UK Government and would be able to implement it with no difficulty.</p>	<p>privately rented properties through use of these data sources is not in itself effective in ensuring that the landlords of those properties are operating with adequate levels of property management. The council believe the selective licensing scheme will assist in bringing these properties up to satisfactory levels, with enforcement then focussed on those that fail to comply with the requirements of the scheme. Feedback from other local authorities operating both types of schemes is unanimous in reporting that enforcement is more streamlined in a comprehensive selective licensing scheme rather than an additional licensing scheme where identification of non-compliant properties is much more challenging given the complexity in obtaining the evidence required.</p>
<p>Regarding privately rented property, there is but one, key suggestion which I believe must be a prerequisite to a proper standard of accommodation.</p> <p>If property licensing can ensure safer and better living conditions in private rented properties, enabling all residents to live in a healthy environment - both internally and externally - then 100% transparency must be applied. And the only way this can be maintained, is if an independent company is designated to monitor properties throughout the borough. For a number of larger companies, with significant portfolios, they are both the developer, freeholder and managing agent*. They retain complete control. This situation could, quite possibly, lead to corners being cut. Therefore, if any property, be it in the public or private sector, is found to be unacceptable, the order to repair and carry out the remedial tasks must be carried out by a contractor with no connection to any of the above*.</p> <p>However, the council should bear in mind – with Leasehold reform on the horizon – where Commonhold (for the majority of new-build properties) may well become the accepted norm, that this could add a complication, albeit extremely necessary, where currently it does not exist.</p>	<p>Selective licensing relates only to private sector properties. Under the legislation it is the duty of the council to administer and enforce such a scheme.</p> <p>The judgement of whether a property is 'high risk' will be an internal officer decision on a case-by-case basis. Issues that might be considered will include the information provided in the application and previous history. Assessment processes will be continually reviewed and may evolve as the scheme progresses and lessons are learned.</p> <p>Although it may not be practical to inspect every high-risk property before issuing a licence in a timely manner, it is envisaged that many of the highest risk properties will be inspected before the licence is issued. If licences are issued in advance of the inspection due to the need to process them in a timely manner the application of the council's conditions to the licence will ensure that the Licence Holder is immediately aware of the issues where they are failing to meet the required standards and can commence corrective actions. However, once the inspection is undertaken relevant enforcement action will be taken where non-compliance with conditions is identified as well as inspecting to see if any Category 1 or 2 hazards exist at the property and use of powers under Part 1 of the Housing Act 2004.</p>

<p>The consultation report says that all 'high risk' properties will be inspected but does not elaborate on the risk assessment methodology following a desktop review of each licence application.</p> <p>Even for high risk properties, it says no inspection will be undertaken until the licence has been granted. Licensing high risk properties could give tenants the false impression the property is safe and suitable for occupation. We would ask the council to elaborate of what is meant by 'high risk' and consider inspecting high risk properties before a decision is made whether to grant or refuse the licence.</p> <p>We think the proposal to only inspect high risk properties during the scheme is contrary to government selective licensing guidance. For a scheme focusing on poor property conditions, the council must intend to inspect a significant number of properties in the designated area. This implies inspecting more than a small group of 'high risk' properties, if tackling poor conditions is the purpose of the scheme</p>	<p>We apologise if the consultation gives the impression that only high-risk properties will be inspected during the scheme. This is not the intention, and we note a drafting error in FAQ 7 of the consultation documentation with the unfortunate omission of the word 'immediately' at the end of the first sentence. The sentence should have read:</p> <p>7. Will my property be inspected by the council?</p> <p>The council does not intend to inspect every property subject to the selective licensing scheme immediately. The council does envisage that the majority, if not all properties will be inspected during the life of the scheme.</p>
<p>We would encourage the council to review the staffing allocation necessary to meet the requirement for a large scheme covering thousands of private rented properties. We would encourage the council to focus on implementing and delivering the phase 1 selective licensing scheme that has been announced but not yet implemented. Implementing both schemes in quick succession risks overwhelming the council's limited resources which could have a detrimental impact on both schemes.</p>	<p>The staffing allocation necessary for all licensing schemes is and will remain under review. Schemes will not commence without the necessary resources in place to deliver them. We agree entirely with the comment relating to delivering phase 1 and confirm that this was always and remains the intention. As the phase 1 selective licensing scheme commencement has been delayed then the proposed date for phase 2 will be similarly put back. We anticipate approximately 12 months between phase 1 and phase 2 designations.</p>
<p>We would ask the council to publish clear service standards setting out the timescale for processing and approving licence applications and to publish regular updates so that performance in this area can be monitored. In other boroughs, we regularly see licence approvals delayed by one year or more due to a backlog of work and inadequate resourcing.</p>	<p>The council published the proposed Licensing Scheme Objectives, Targets, and Reporting Timetable in the committee report for the Housing and Growth Committee on 17th February 2022. Unfortunately, an incomplete version was appended to the published report. The standards will be</p>

<p>However, there is a risk that it will be challenging to enforce additional licensing requirements in practice. Although selective licensing has been effective in improving property management and conditions, the findings of a recently published report confirm that both local authorities' limited capacity and the interface with central government required by current regulations are preventing licensing from reaching its full potential.</p> <p>We are concerned that property visits prior granting the license aren't planned routinely. The submission of required information and certificates, without visiting the property, can increase the risk that licenses will be granted for inadequate properties.</p>	<p>added to the council's licensing web pages and reviewed on an ongoing basis.</p> <p>As highlighted in the response to comments above, we recognise that resourcing such schemes involves challenges, but the scheme will not be implemented until such time as the required resources can be put in place.</p> <p>We agree that these requirements are necessary fundamentals to good quality, safe living accommodation. However, the specific matters mentioned are not matters that can be specifically requested as part of the licence application process.</p> <p>Licence conditions, alongside inspections of properties to identify remedial action to remove Category 1 and 2 Hazards will however contribute to achieving the matters raised in this comment.</p>
<p>Additionally, whilst the list of required documentation is comprehensive, it is missing some information we find relevant:</p> <ul style="list-style-type: none"> - Adequate heating and ventilation, such as type of heater, condition of windows, trickle vents, extractor fans etc. Especially in light of recent development where there is increasing evidence on the risks of damp and mould, and at the same time many people struggle to heat their homes, we believe there should be greater emphasis. - Cooking facilities- safe and nutritious food is a basic requirement for a healthy life, particularly for children, elderly and vulnerable residents. More people rely on home cooking as costs of living are rising. A layout itself doesn't guarantee that the kitchen has adequate cooking facilities. - Adequate bathroom and toilets, especially if shared. As for cooking facilities, a layout doesn't give enough information. 	

Consultation comments relating to the licence conditions	London Borough of Barnet response to consultation comments
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<p>We have studied the proposed list of standard licence conditions in the consultation report.</p> <p>We have made some suggestions to help improve and fine tune the wording of the conditions. This in turn should help landlords and agents to understand and comply with the requirements.</p> <p>Tenancy agreement Condition 1.1. There will be some limited circumstances where a licence to occupy may be the appropriate form of written agreement. The wording needs to reflect that scenario.</p>	<p>We are grateful for this comment. We have clarified the condition 1.1 as follows:</p> <p>The Licence Holder shall supply the occupiers of the property with a written statement of the terms (such as a tenancy agreement) on which they occupy the property.</p> <p>Condition 1.2 has been amended to read: A copy of the written statement must be supplied to the Council by the Licence Holder within 14 days of a request in writing from them to do so.</p>
<p>Occupancy particulars Condition 5.1. It is unusual to see a selective licence condition which seeks to define what notifications may need to be given by a data controller for GDPR purposes. This appears to fall outside the scope of selective licence conditions. It is something for the Information Commissioner’s Office (ICO) to deal with rather than the council. As all licence conditions are enforceable, we would ask whether the council has been granted consent by the ICO to impose and enforce this condition? Any reference to GDPR would fit better in the advisory part of the licence starting from paragraph 18.</p>	<p>We are grateful for this comment. We have moved the following paragraph from Condition 5.1 to a new paragraph 31.3 under the Notes section of the Conditions.</p> <p>The Licence Holder should issue the occupiers with notification of the Licence Holder’s legal duties to comply with the law (Sch 4 of the Housing Act 2004) and the requirements to share data with the Council without the occupier’s consent, either expressed through the tenancy agreement or where there is no such term in the existing agreement, in a statement to this effect in writing to the occupier.</p>
<p>Gas Safety Condition 6.2 should be deleted. The scope of selective licence conditions is limited to the use, management or occupation of the property. It excludes conditions and contents. The mechanism to require works to be undertaken within a certain timescale is found within Part 1 Housing Act 2004 (Housing Health and Safety Rating System) and not Part 3 (selective licensing).</p>	<p>We are grateful for this comment. Condition 6.2 has been amended from: Any necessary remedial works identified shall be undertaken by a competent Gas Safe Registered engineer within such a time period as may be specified by the Council in writing. To: If the inspection of the gas installations and appliances identify necessary remedial works, these must be carried out by a competent Gas Safe Registered engineer.</p>

<p>Condition of Furniture and Electrical Appliances Condition 8.1. We would query the meaning of ‘regular visual inspections’ and ask whether this refers to all furniture in the house or is limited to soft furnishings. There are practical difficulties in doing this in an occupied property without moving all the tenant’s possessions. We would seek an assurance that the council is proposing a simple visual check during interim inspections, with no expectation items of furniture be moved or examined in detail to look for faults the tenant has not reported.</p>	<p>We are grateful for this comment. Condition 8.1 has been amended from: All soft furnishings supplied by the Licence Holder to the tenants must comply with the Furniture and Furnishings (Fire) (Safety) Regulations 1988 (as amended). All furniture supplied by the Licence Holder should be maintained in a safe condition. There should be a regular visual inspection of all such furniture to determine the safe condition of those items.</p> <p>To: The Licence Holder shall ensure that furniture made available in the property is in a safe condition. All upholstered furniture and covers and fillings of cushions and pillows should comply with current fire safety legislation. During the inspections specified in condition 13.3, the Licence Holder shall undertake a visual check of such furniture and a declaration as to the safety of such furniture must be provided to the Council within 14 days on demand.</p> <p>We are grateful for this comment and have removed part of paragraph 8.3, so that instead of:</p>
<p>Condition 8.3. We think it is unnecessary, and excessive, to require the council to be notified if a portable electrical appliance fails an electrical test and needs to be replaced. This would be recorded on a PAT certificate which can be provided to the council upon request. The council does not impose notification requirements if an electrical socket or a consumer unit is replaced. We do not think any notification is required if a kettle plugged into an electrical socket is replaced. We think the declaration process in condition 8.4 provides a more pragmatic approach.</p>	<p>Inspections of electrical appliances shall be carried out by a suitably qualified and competent person. The Council shall be informed of any remedial works required and any such works shall be carried out within any such time period as may be specified by the Council in accordance with extent and urgency of the work.</p> <p>It now reads: Inspections of electrical appliances shall be carried out by a suitably qualified and competent person. Copies of any PAT certificates must be supplied to the Council by the Licence Holder within 14 days of a request in writing from them to do so.</p>
<p>Carbon Monoxide Alarms Condition 10. The statutory wording has been updated. It no longer refers to solid fuel burning appliances. It now refers to any fixed combustion appliance other than a gas cooker and the wording should be updated.</p>	<p>The first paragraph of Condition 10.1 has been amended to reflect the Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022: guidance for landlords and tenants, so that instead of: The Licence Holder: - Ensure that a carbon monoxide alarm is installed in any room in the house</p>

	<p>which is used wholly or partly as living accommodation and contains a solid fuel burning combustion appliance; and keep each such alarms in proper working order; and shall supply to the Council, a written declaration as to the position and condition of the carbon monoxide alarms within 14 days of a written request from them to do so and otherwise as may be specified in these licence conditions.</p> <p>It now reads: Ensure that a carbon monoxide alarm is installed in any room in the house which is used wholly or partly as living accommodation and contains a fixed combustion appliance; and keep each such alarm in proper working order; and shall supply to the Council, a written declaration as to the position and condition of the carbon monoxide alarms within 14 days of a written request from them to do so and otherwise as may be specified in these licence conditions.</p>
<p>Managing Anti-Social Behaviour Condition 14.2 It requires the licence holder to deal with any anti-social behaviour in line with the council’s guidance note but does not explain what is in the guidance or where it can be found.</p>	<p>The following sentence has been added: A link to the landlord’s guide on the council website can be found here.</p>
<p>Waste Disposal Condition 15.3. Whilst the first sentence seems reasonable, we think it is excessive to insist the licence holder must provide tenants with any guidance published by the council in written or online form, with no link to what guidance is being referred to. It is not practical for a xxxxxxxx member to trace every item of written or online guidance, and to know when such documents are updated or new documents published. We think the first sentence is adequate and we encourage the council to delete the second sentence.</p>	<p>Condition 15.3 has been amended to read: The Licence Holder must give new occupiers of the property within 7 days of the start of their occupation, the following information on Waste and Recycling, in writing: a) The collection days for the refuse and recycling bins for the property (https://www.barnet.gov.uk/recycling-and-waste/bin-collections) b) Details on what they can and can’t recycle (https://www.barnet.gov.uk/recycling-and-waste/household-recycling-and-waste/what-put-your-bins) c) How they can dispose of bulky waste. (https://www.barnet.gov.uk/recycling-and-waste/special-collections/bulky-household-waste-collections) d) General waste guidance from the Council’s website:</p>

	<p>https://www.barnet.gov.uk/recycling.)</p> <p>A copy of the information provided to the occupiers must be kept for 5 years and provided to the Council within 14 days on demand.</p> <p>Condition 13.3 has been amended to read as follows:</p>
<p>Condition 15.5: We note there are three separate conditions requiring six monthly inspections: one for the property (condition 13.3), one for the garden (condition 13.4) and one for refuse / recycling (condition 15.5). In practice, this should be one inspection covering all three items. We would ask the council to redraft the conditions to make clear these three requirements can be consolidated into one inspection to avoid interfering with the tenant’s right to quiet enjoyment of the property</p>	<p>The Licence Holder shall ensure that inspections of the property are carried out regularly, giving the appropriate notice to the tenant, and at least once every six months, to identify any problems relating to the condition and management of the property. (This inspection can be undertaken at the same time as the inspections required by conditions 13.4 and 15.5). As a minimum requirement, records must be kept and contain a log of who carried out the inspection, the date and time of inspection and any issues found, and action(s) taken to deal with those issues. The records of such inspections shall be kept for the duration of this licence and made available for inspection by a visiting Council Officer. A copy of such records shall also be provided to the Council within 14 days of a request in writing from them to do so.</p> <p>Condition 13.4 has been amended to read as follows:</p> <p>The Licence Holder shall regularly and at least once every six months, inspect or take other measures to ensure that any yards and/or gardens to the house, are kept clean and tidy. (This inspection can be undertaken at the same time as the inspections required by conditions 13.3 and 15.5). Where this is not the case, the licence holder shall write to the tenant to remind them of their obligations and to take steps within 14 days to clean and tidy them.</p> <p>Condition 15.5 has been amended to read as follows:</p> <p>The Licence Holder must carry out regular checks and at least once every six months throughout the duration of the licence, to ensure that all tenants are complying with their responsibilities with regards to the storage and recycling of waste (including bulky waste) within the property and any exterior areas within the curtilage of the house and its placement for collection in accordance with the policies set out by the Council. (This inspection can be undertaken at the same time as the inspections required by conditions 13.3 and 13.4). Checks should be recorded, and</p>

	<p>records should be made available to the Council within 14 days of a written request from them to do so.</p>
<p>Condition 15.6. The condition should make clear this refers to waste disposal by the licence holder. For waste generated by the tenants, the requirement is to provide suitable waste and recycling bins, provide the tenants with information and undertake a six monthly inspection to check waste is being correctly disposed of.</p>	<p>Condition 15.6 has been amended as follows: The Licence Holder must ensure that any type of waste which the Council does not routinely collect such as hazardous waste or mattresses are disposed of in a safe and lawful manner. Now reads: The Licence Holder must ensure that any type of waste which the Council does not routinely collect such as hazardous waste and which is the responsibility of the Licence Holder is disposed of in a safe and lawful manner. We would want to see the full details of the accreditation scheme and that it meets at least the same standard as the London Landlord Accreditation Scheme.</p>
<p>Training 16.1: We welcome the council's acknowledgement of the importance of accreditation, training and develop to improving standards in the private rented sector. As explained in the introduction, xxxxxxxx is a not for profit accrediting organisation for lettings and management agents in the private rented sector. Our members are required to deliver defined standards of customer service, operate within strict client accounting standards which must be verified, maintain a separate client bank account and be included under a Client Money Protection Scheme. We offer a comprehensive training programme to our members. Our Level 3 Award in Letting and Property Management (England) was recently accredited by Ofqual. We would ask that the council recognise xxxxxxxx accreditation and our associated training packages, as other councils have done.</p>	
<p>Notes relating to selective licence conditions We welcome the clear differentiation between enforceable licence conditions (conditions 1 to 17) and supporting information on other legal requirements. Paragraphs 18 to 31 are written in plain English and should help landlords to understand their legal responsibilities which extend far</p>	<p>We are grateful for this positive comment regarding the Notes section of the Licence Conditions. A drafting error under the heading has been amended to read: Paragraphs 18 to 31 are not licence conditions but provide supporting information to Licence Holders</p>

beyond selective licensing. It will help to reinforce the information provided to them by xxxxxxxx members.	
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Consultation comments relating to the licence application process	London Borough of Barnet response to consultation comments
<p>On page 11 of the main consultation report, it says the council will demand a portable appliance test certificate with all selective licence applications. This is an unusual requirement for selective licensing. Many single family properties are let unfurnished with no electrical appliances. If the landlord does provide electrical appliances, there is no requirement for a portable appliance test certificate unless the council impose it as a licence condition.</p> <p>Likewise, it would be unusual to find emergency lighting within a single family let, and there is no requirement for single family lets to have a fire alarm test certificate. Even if the licence application is for a flat within a purpose build block, the supporting documents relate to the property being licensed and not the common parts of the building outside the curtilage of the flat. We would encourage the council to simplify the list of supporting documents and help to streamline the application process.</p>	<p>Condition 8.2 only applies to equipment provided by the licence holder.</p> <p>The list of documents states that fire- alarm system and emergency lighting certificates should be provided 'where appropriate'. Although emergency lighting may not be relevant in most cases under the scheme, as the respondent suggests, there may be some cases where there is emergency lighting.</p>

Consultation comments relating impact upon other strategies	London Borough of Barnet response to consultation comments
<p>Barnet state that one of the overall aims of the scheme will be to reduce the number of empty properties within the Borough. We welcome the Council's current policy of offering grant funding opportunities to properties that have been empty for landlords and key workers up to the value of £25,000. The Council also highlight some of the tools they could use to bring empty properties back into use. However, there is no mention of previous activity in the form of case</p>	<p>Since 1st April 2018, the council has been involved with bringing 703 long term empty properties back into use through a combination of advice, enforcement and empty property grants. There have been no cases suitable for the use of EDMOs. This is reviewed quarterly at the empty properties steering group meeting involving all relevant departments of the council.</p>

<p>studies or statistics on the use of Empty Management Dwelling Orders or enforced sales to highlight their activity. The council should provide further information into what active steps have been taken the reduce the number of empty properties within the borough to aid the high number of people waiting on the housing list for housing.</p>	
<p>The consultation document states that one of the aims of the scheme is to tackle homelessness and references the council's current Homelessness Strategy. However, the link between licensing and tackling homelessness remains unclear. We would be grateful for clarity on how Barnet will support landlords with tenants with complex needs including a high risk of homelessness. Accordingly, how will Barnet support landlords and property agents sustain tenancies for vulnerable tenants? Will they provide support for substance misuse, provide support for tenants with mental health concerns or provide budgeting advice? There is an unlevel playing field between support for vulnerable tenants in the social and private sectors as social housing providers have the means to support such needs and often landlords are not qualified in these specific areas. We are also aware of the Let2Barnet scheme, which is a service the council offer to match tenants to landlords and agents. We would be interested to hear more about this scheme to learn how it could potentially benefit local letting agents.</p>	<p>Increasing the amount of good quality accommodation will help to reduce the level of homelessness by supporting the relationship between landlords and tenants, leading to a lower turnover of tenancies.</p> <p>The Council's Homelessness Prevention Team comment: <i>"Selective licensing of other private sector properties not covered by mandatory licensing will also improve homelessness because it can also be used to address poor conditions and anti-social behaviour. We are seeing an increase in approaches from tenants due to disrepair and anti-social behaviour in private sector accommodation. Most landlords, in particular those that let predominantly to tenants on benefits have poor quality accommodation and when their tenants complain, rather than address the disrepair issue, they use the no fault eviction to get them out and re-let the property to another tenant on benefit. These tenants struggle to secure accommodation in the private sector and many of the properties available to them are in poor condition. We also see an increase in tenants that do not know who their landlords are, and this makes it very difficult to tackle issues such as illegal eviction, harassment and ASB. However selective licensing of all private sector accommodation can address these issues as the LA would have a register of the landlords/owners of the property to contact to resolve complaints from their tenants."</i></p> <p>Let2barnet is The Barnet Group's Social Lettings Agency which procures properties to rent out to tenants that are homeless and vulnerable They offer a cash incentive, free of charge service and in some cases, they offer bond guarantee payments up to 4 weeks at the Local Housing Allowance for damages at the end of the tenancy.</p>

	<p>Robust systems that landlords will be required to have through licence conditions will enable them to better manage problematic tenants and thus reduce the risk of homelessness arising.</p> <p>Barnet provides support for young people with substance misuse issues. Please see: https://www.barnet.gov.uk/health-and-wellbeing/adults-health/drug-and-alcohol-misuse</p> <p>Barnet provides help for mental health issues. Please see: https://www.barnet.gov.uk/mental-health-and-wellbeing.</p> <p>or Let2Barnet, please see: https://thebarnetgroup.org/let2barnet/</p> <p>Barnet has an online estate agent called Bumblebee. Please see: https://thebarnetgroup.org/tbg/bumblebee-property/</p>
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Consultation comments relating to anti-social behaviour and crime	London Borough of Barnet response to consultation comments
<p>Barnet Council have also identified reducing levels of anti-social behaviour and support for landlords dealing with anti-social tenants. The consultation document states, 'The council realise that the majority of landlords operate professionally, however the council is concerned about increasing levels of rented properties that fail to meet satisfactory levels of tenancy and property management and anti-social behaviour associated with them.' However, Landlords are not the best equipped to deal with anti-social behaviour and certainly do not have the skills or capacity to deal with some tenants' problems such as mental health or drug and alcohol misuse. As one example, if a landlord or their agent had a tenant that was causing anti-social behaviour, the only tool that the landlord or agent could use would be to seek possession from the tenant under a Section 8 notice. While this would remedy the problem in the short-term, the tenant is likely to still occupy this behaviour and all that has been achieved is that</p>	<p>Anti-social behaviour takes many forms. It can often be due to issues such as incorrect storage and disposal of refuse. The council believe that responsible landlords can manage such issues through provision of information and instructions to tenants about what behaviour is expected and provision of suitable facilities for disposal of waste. Where landlords become aware tenants are not behaving appropriately in this respect, it is expected that landlords take steps to communicate with their tenants to improve that behaviour. It is acknowledged that landlords may not have the skills to deal with complex issues such as mental health, however this would be a more extreme example leading to anti-social behaviour. However, a responsible landlord would be expected to take steps to work with the tenant and/or other relevant authorities to ensure that the situation is effectively managed rather than considering it not to be their problem. Please see earlier comments.</p> <p>The government have included anti-social behaviour as one of the criteria for which a selective licensing scheme may be designated and so selective licensing is clearly seen as a mechanism for tackling such behaviour.</p> <p>However, as stated in the consultation, anti-social behaviour is not the main</p>

<p>the anti-social behaviour has moved from one part of Barnet to another or another London Borough.</p>	<p>criterion upon which the wards have been selected for proposed designation, but does provide supporting evidence in six of the wards.</p>
<p>In this context, it should be noted that with regards to reducing anti-social behaviour, landlords and their agents can only tackle behaviour within their properties. Effectively, they are managing a contract and not behaviour. Landlords and their agents are not responsible in any form for anti-social behaviour occurring outside the property. Nevertheless, we would be interested to learn about any partnership work the council are proposing with stakeholders such as the Metropolitan Police in reducing anti-social behaviour within communities. Finally, if the Council has sufficient evidence that anti-social behaviour really is a serious problem, then perhaps they should adopt a more holistic approach to tackle the problem at root or preventing it. For example, investing in CCTV or improved lighting, investigating problem licensed establishments such as public houses and solving problems from poorly planned public space.</p>	<p>Please see comments above. The consultation documents set out how the council work in partnership with other organisations and how selective licensing will work alongside other strategies. Selective licensing is seen as being part of the holistic approach to tackling anti-social behaviour, rather than a solution to it on its own. The Private Sector Housing Team will continue to work closely with Community Safety and Neighbourhood Policing Teams through Task and Finish Groups and the CSMARAC (Community Safety Multi-Agency Risk Assessment Conference), in relation to properties negatively affecting the local community. Please see: https://www.barnet.gov.uk/community/community-safety/anti-social-behaviour</p>
<p>The evidence document has highlighted fly tipping as a particular anti-social behavioural problem within Barnet. However, despite levels of fly tipping increasing from the previous year, levels within Barnet are well below that of other London authorities. While reducing fly tipping is a laudable aim, unless the perpetrator is caught doing the fly tipping or there is some sort of evidence, such as an addressed letter, within the fly tip, then it is impossible to suggest to what extent fly tipping is a problem in the PRS. Even if the link between fly tipping and the PRS could be proved, there is very little that landlords could do for any behaviour outside the tenancy unless the fly tip was done within the grounds of the property.</p>	<p>The consultation explains that fly tipping data is not considered to be consistently captured across local authorities and so no firm conclusions can be drawn from the available data compared to other authorities. However, on the second point, fly-tipping is a fairly broad term and can relate simply to tenants or other residents placing their refuse on the highway either in the wrong type of container, or at the wrong time, as well as on the property itself, resulting in nuisance. Selective licensing as described in the answer above can be an effective tool where landlords communicate effectively with their tenants about simple matters such as when, where and how to dispose of their refuse.</p>
<p>Barnet’s Housing Strategy 2019-2024 states ‘as part of the strategy to improve standards in the private rented sector,</p>	<p>The council has not up until now operated any selective licensing schemes and so there is no data on how much impact they have had on crime. Again, we would</p>

<p>the Council will consider the case for making use of a Selective Licensing Scheme in areas, where there is evidence of a higher prevalence of poor conditions in the private rented sector, persistent anti-social behaviour, high levels of deprivation, high levels of migration or high levels of crime.’ Firstly, previous schemes have had little or no impact on crime. Secondly, we would be grateful for clarity on what sort of crimes are an issue for the proposed areas. It might be the case that other methods may have a more desired impact in reducing crime than licensing schemes. For example, if burglary was an issue the council could provide grants for improved security.</p>	<p>point out that crime is one of the criteria that the government have set for designation of selective licensing schemes and so such schemes are clearly seen as a mechanism for dealing with crime in the rented sector. The data for levels of crime are set out in the consultation documents. However, as stated in the consultation, crime is not the main criterion for selection of wards for the proposed designation but is a supporting factor in some wards.</p>
<p>We would like clarification on the Council's policy concerning helping a landlord when a section 21 notice is served, the property is overcrowded, or the tenant is causing antisocial behaviour, as per the council's consultation. What steps will the council take to support the landlord? It would be useful if the council were to put a guidance document before introducing the scheme to outline its position regarding helping landlords remove tenants who are manifesting antisocial behaviour. The change in section 21 legislation and how tenancies will end will mean landlords will become more risk-averse to taking tenants with a perfect reference and history. We would be willing to work with the council and develop a dispute resolution service with other local authorities.</p>	<p>The council does not have a policy on helping landlords serve Section 21 notices or helping landlords remove tenants. The consultation does not state this to be the case.</p>
<p>There’s a massive problem of overcrowded properties in our area (Edgware) many of the houses in Watling Estate Conservation area has already been turned into flats or HMOs and this has a negative impact on the neighbourhood. Anti social behaviour is loud parties and noisy cars, drugs, litter and fly tipping are rife in the area. Barnet council or the police are not interested and many of the lovely families are leaving.</p>	<p>Licensing does not control the existence of HMOs, however it controls the management and condition of properties. The Planning Department are consulted prior to the issue of all HMO licences to ensure that the property owners have obtained the relevant permissions.</p>

<p>Golders Green has seen a large rise in drug related antisocial behaviour focusing on the area outside Sainsburys local which had become a no go area by sundown. This also focuses around HMOs where drug addicts are housed (<i>specific address removed</i>) . These people need help, but they also frighten residents, openly injecting in the street in broad daylight, forcefully begging near cash points and stealing from cars after nightfall. If my children were not settled in Local schools I would leave the area</p>	<p>Although this scheme is not directed at HMOs, the proposed scheme is designed to work in tandem with other initiatives and partners in tackling anti-social behaviour in areas where there are large numbers of rented properties. If HMOs are discovered, then these will be referred for licensing under the existing additional licensing scheme. Whilst some aspects of ASB are managed through licensing, theft remains a police matter.</p>
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Consultation comments relating to reporting of scheme progress and progress in other schemes the council operate	London Borough of Barnet response to consultation comments
<p>If the scheme is approved, the Council should consider providing an annual summary of outcomes to demonstrate to tenants, landlords and letting agents' behaviour improvements and the impact of licensing on the designated area over the scheme's lifetime. This would improve transparency overall. xxxxxxxxxxxx has a shared interest with Barnet Council in ensuring a high-quality private rented sector but strongly disagrees that the introduction of the proposed measures is the most effective approach to achieve this aim both in the short term and long term.</p>	<p>It is proposed that a reporting process will be established as has been published for the recently designated additional licensing scheme and Phase 1 of selective licensing and so will operate in the same way.</p> <p>The Review of the Additional Licensing Scheme 2016-2021 is available on the council's website https://barnet.moderngov.co.uk/documents/g10845 The report is Appendix 1 to Agenda Item 12 starting on page 207.</p>
<p>I would be extremely grateful if you could point me in the direction of any assessment of previous recent licensing schemes the council has undertaken. It would be particularly useful if you could point me in the direction of the analysis of the borough-wide additional HMO licensing scheme running between 2016 and 2021.</p>	

Consultation comments relating to engagement with landlords and agents	London Borough of Barnet response to consultation comments
<p>For most cases of substandard accommodation, it is often down to landlord's lack of understanding rather than any intent to provide</p>	<p>We appreciate that this is the case in some circumstances, however, our previous experience of licensing indicates that even when some landlords</p>

<p>poor standards. We would be grateful for any details on how Barnet have engaged with both landlords and property agents. Specifically, clarity on engagement methods such as landlord forums would be useful as well as specific targeted engagement with agents.</p>	<p>are advised of the law and how to comply, they still fail to do so and require follow up involvement from the local authority to ensure compliance. Comprehensive information is available on the council's webpages at: https://www.barnet.gov.uk/housing/private-housing/houses-multiple-occupation</p>
<p>A licensing scheme is a very reactive mechanism, and it is far more beneficial to have a programme of education to engage with landlords on helping them improve before a situation gets worse. We would welcome clarity on what training opportunities the council will provide to landlords and agents to help them understand their responsibilities and improve standards. We recognise the council have made strong efforts in this in the past with engagement via the council's Landlord Forum and an accreditation scheme for local landlords. However, engagement is more credible over a longer more embedded period.</p>	<p>Responsible professional landlords would be expected to ensure that they find out about the relevant legislation and guidance relevant to their business. Landlords forums were regularly held prior to the COVID pandemic and are due to recommence by early 2024. Social media has been used to promote the licensing scheme and other web-based information, such as Gas Safety Week etc. Your comment regarding targeted engagement with agents is noted. The council continues to be a partner in the London Landlords Accreditation scheme, which we support and promote. https://www.londonlandlords.org.uk/</p>
<p>Letting agents have a critical role to play in effective management of the private rented sector. We would encourage the council to explore mechanisms for effective liaison with letting agents and to acknowledge the benefits of encouraging landlords to use regulated letting agents such as xxxxxxxx licensed firms.</p>	<p>The next Landlords Forum will be used as an opportunity to gauge landlords training needs and future training opportunities will be guided by this feedback. We note this comment and will explore mechanisms for effective liaison with letting agents both during the operation of the schemes and more generally. We would welcome further suggestions of how such liaison might operate, although we envisage more involvement in landlord's forum; Invitational meetings to the main landlord's and agent's groups say every year; Establishing good relations generally by dealing with issues together etc.</p>

<p>Consultation comments relating to consultation events</p>	<p>London Borough of Barnet response to consultation comments</p>
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Is the council considering any online or in person consultation events to supplement the engagement process?	Consultation events were held online for the previous consultation for property licensing and the feedback from that has been gathered and reviewed as part of this consultation.
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Consultation comments relating to property conditions in Barnet	London Borough of Barnet response to consultation comments
<p>Large parts of Barnet are characterised as including sizable amounts of terraced housing and older stock with over 60% of housing stock being built pre-1939. This is particularly the case in communities such as Childs Hill, Garden Suburb, Golders Green, West Finchley, and Woodhouse where there is a high concentration of older stock than in other areas. Areas that have these characteristics are often inner-city communities with large section of pre-1919 built housing. Accordingly, a significant amount of investment is required to improve the condition of stock including the energy efficiency of properties. We would be grateful if Barnet Council could clarify if they have any proposed grants or funds available for landlords to improve stock.</p>	<p>The council currently offers a Green Homes Grant: Local Delivery Scheme (GHG:LAD). Subject to eligibility, landlords can apply for a grant of up to £5,000 to cover 66% of energy efficiency work. Further information can be found here: https://www.barnet.gov.uk/ghg</p> <p>The council is committed to the journey to net-zero. For more information about this that may be beneficial to landlords and tenants, please see: https://engage.barnet.gov.uk/net-zero</p>

Consultation comments relating to effects on surrounding local authorities	London Borough of Barnet response to consultation comments
It will have some impact on surrounding local authorities.	<p>The respondent has not indicated what effects these might be, but it is considered any effects will be minimal if any at all since most of the surrounding local authorities have existing selective licensing schemes. Harrow and Brent have schemes immediately adjacent to the boundary with Barnet where the proposed scheme will operate. Enfield and Haringey also have schemes to the east of Barnet. There are no schemes currently in Hertsmere or Camden.</p>

Consultation comments relating to the cost of living	London Borough of Barnet response to consultation comments
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Regardless of the fee level, we are concerned these charges will come at a time when landlords are impacted by the cost-of-living crisis and the exponential rise in interest rates. We are especially concerned about the impact fees could have on the ability of landlords to improve standards. Our members have also told us that a common concern from landlords on licensing schemes is that the costs can be extremely high for landlords who own several properties within a self-contained unit such as a block of flats. For instance, we welcome Merton Council's acknowledgement of the high cost for these landlords who offer discounts for multiple licenses within one unit in their proposed scheme and we ask that Barnet consider this approach if the proposal goes ahead.

We are pleased to see that Barnet acknowledge that the PRS is an important and increasingly growing tenure that is home to many people living within the London Borough. Renting in parts of London, including Barnet, can be very expensive. The median monthly rent for London is £1,750 compared to £1,800 in Barnet . The monthly medium rent in Barnet is above the London median with some postcode areas having a median rent of almost £2,000 per month. The monthly rent remains considerably off limits for many people. Some renters living within Barnet will require cheaper accommodation due to being on a low income and the continued challenges in the cost-of-living crisis. We previously outlined the possibility that further legislation could reduce the housing options of the most vulnerable from landlords exiting the market there could be further implications on the rent level for those landlords who remain. As is the general law of supply and demand, if the supply of PRS property reduces, the cost of rent for the remaining properties is likely to rise. With already high rental prices within the area, there is a very real danger that many low income families will be priced out of living in the area due to landlords increasing their rents to cover costs.

With the current interest rate situation, tenants are going to suffer as landlords need to pass the interest costs to the tenants and now

The council is concerned about the cost of living for all of its residents and businesses and has sought to set fees at a level whereby, as is legally required, they do not exceed cost. The cost of a licence over the five-year period amounts to just £3.17 per week. As stated in our FAQs, we anticipate that this cost can be easily absorbed as part of the business model for landlords. Rents are generally market driven and do not tend to be influenced by licensing costs. Local housing market areas tend to cross borough boundaries and as well as Barnet's existing additional licensing scheme, several of Barnet's neighbours have also introduced discretionary licensing schemes and although the likelihood is low, any impact of such schemes on rent costs is likely to have already impacted Barnet.

We are not aware of the further legislation that may reduce housing options for the most vulnerable as this does not appear to be mentioned earlier in your response and so cannot comment on this further. However, as previously stated, we do not believe that the licence fee in itself should lead to landlords exiting the market. Poor landlords who do not, or will not maintain their properties in contravention of the scheme may exit the market due to enforcement action and if this still results in wilful non-compliance, then their exit is an intended consequence, rather than unintended, albeit we would think this will be a very small number as most landlords will be responsible.

As explained in the consultation documents, only responding reactively to complaints leads to some of the poorest run properties not receiving the

<p>another burden on landlords is coming : licensing. Surely landlords will have to pass this costs to the tenants as it not only the cost of the license- there will be estate agents who will charge extra to landlords for managing all this.</p> <p>Please withdraw and instead, just go and do selective property visits where tenants complain or if it is known that there are issues in a property.</p>	<p>attention they require. Vulnerable tenants are often afraid to complain and so such properties may not come to the attention of the council, meaning tenants will continue to live in unsatisfactory conditions.</p>
<p>As a landlord of 25years standing in both Haringey and Barnet I write to object to your proposal.</p> <p>The Haringey scheme has been an additional expense which is simply another form of taxation on landlords.</p> <p>There has been a tremendous amount of form filling and bureaucracy to contend with.</p> <p>At a time when most landlords are contemplating leaving the private rental sector this proposal and Addie am costs involved will contribute to their decision and thereby reduce the rental stock of housing available.</p> <p>Both Barnet and Haringey Councils have exting powers to tackle poor property conditions and this proposal will not enhance the existing powers.</p> <p>In brief the perception is that Barnet have seen how much free money Haringey and other licensing councils have raised by this type of proposal and cannot resist the temptation to raise money by following suit.</p> <p>Please do not introduce Property Licensing in Barnet.</p>	<p>As explained in the consultation documents, the council has a duty to ensure that the scheme is cost recovery only and so the scheme is not and cannot be a means to raise money.</p> <p>We disagree that the proposed scheme will not enhance existing powers. The scheme will help the council to identify those properties that are the highest risk for priority action, properties that might not otherwise be identified due to a reluctance of tenants to speak up about the condition of their properties.</p>
<p>Reasons are set out in other sections but there is already a serious shortage of rented accommodation and licencing of already compliant landlords or potential new landlords is only going to make the matter worse. Landlords are already struggling with ever increasing costs and regulations.</p>	<p>There are many factors that feed into changes in the housing market. We have spoken with other boroughs running licensing schemes and they have not seen any evidence that the scheme itself is leading to landlords exiting the market. We do not believe that the scheme should lead to a reduction in properties to rent. Fees should easily be able to be absorbed into a landlords business model without the need to sell up or pass it on to their tenants.</p>
<p>Legislation already exists to deal with rogue landlords use it. Decent landlords don't need further costs and bureaucracy. Money making scheme nothing else. When I applied to Barnet with issues with</p>	

<p>problem tenants historically they exacerbated the situation rather than attempted to assist.</p>	
<p>This additional taxation to landlords if selective licencing comes is just another blow and expense to landlords to push them further away from the private rented sector.</p>	
<p>Landlords are being taxed and regulated to the extreme, many are currently selling up, which is driving up rents as there is already a shortage of rental properties in the Borough. This proposal will cause more properties to be sold and will lead to high levels of homeless people in Barnet.</p>	
<p>It is nothing more than a tax on landlords when there is already considerable increases in costs, this will inevitable lead to less property in the rented sector which will lead to higher rents thus damaging the tenants you seek to protect. The council should enforce properly with the staff and powers you already have.</p>	
<p>Again the landlords already are struggling. The landlords won't be able to invest in to the properties to improve the quality of life for the tenants e.g but updating the kitchen or appliances to more efficient.</p>	
<p>Happy with my landlord's services. This would just prolong matters and build up costs I can't afford</p>	
<p>This will not help me, it will make cost go up for me</p>	
<p>Oppose on grounds that its unnecessary at this time considering inflation and cost of living crisis. Who eventually pays for all this would be the tenant. current licensing scope is far adequate and dont see the need to have more properties licensed.</p>	
<p>risk and costs to tenants, threats to ownership, threat to getting on property ladder for letting; timing is poor in the context of cost of living crisis as costs will be passed on; council will not benefit as the cost to enforce will higher than revenue once landlords find ways around it. If the council really cares about standard of living and safety of SFOs, it would be better to offer incentives than slap on fees. For example, if a property fulfils certain criteria, there could be a</p>	
<p>The small cost of a licence over 5 years is not seen as a significant reason for landlords to not make the necessary investment in their properties.</p>	
<p>The legislation does not allow for the suggested mechanisms. Compliance with the law should perhaps not be a reason for financial reward.</p>	

<p>reduction in council tax which the landlord may cash in on (higher rent) or leave as a benefit to the tenant - at least then neither tenant nor landlord would be worse off if not better. I am sure there are better solutions as well, but based on incentive - not fee-driven.</p>	<p>The legislation only provides for selective licensing of privately rented properties.</p>
<p>Unfortunately as a private landlord, the costs of this scheme will add additional burden to my already mounting costs of being a landlord. If the scheme was free I would agree with it.</p>	
<p>As stated previously. Too much bureaucracy and only making private landlords pay is discriminatory, since council and housing association properties are excluded in your scheme. It's getting harder to be a landlord as costs are much higher and no tax incentives. Many will sell up and then you will have less properties and council will end up paying more to put people into hotels. It's so daft and laughable.</p>	

<p>Consultation comments relating to negative impacts of the scheme (landlords exiting the market/increases in rents due to passing on costs/decrease in number of rental properties and increased homelessness)</p>	<p>London Borough of Barnet response to consultation comments</p>
<p>Exiting the market is especially a concern for smaller landlords who are more likely to sell their properties and further shrink the supply of PRS properties leaving remaining private tenants with higher rents. Our research on the shrinkage of the PRS found 53% of buy to let properties sold in March 2022 left the PRS and that there were 49% less PRS properties to let in March 2022 compared with 2019. In addition to these concerns, those landlords who remain in the market, often have less money to improve conditions from increased costs. If the decision to operate a selective licensing scheme across large parts of Barnet is approved, then there is a concern that</p>	<p>Whilst we note, and it is a concern, the variations in the availability and supply of PRS properties arise as a result of economic conditions from time to time, as stated in the answer above, we do not consider the small weekly cost of a licence alone would be likely to lead a large or small landlord to sell their properties. Several areas of the boroughs surrounding Barnet are already subject to selective licensing schemes, or are currently considering such schemes and so we do not believe the introduction of the scheme will lead to any significant movement of landlords to surrounding areas.</p>

<p>landlords currently operating within the Borough could invest in neighbouring local authority areas or exit the market altogether. This could result in fewer housing options for people living in Barnet meaning some people might be forced to find housing options outside the area, change employment or break social ties within the community.</p>	<p>We have spoken with other boroughs running licensing schemes and they have not seen any evidence that the scheme itself is leading to landlords exiting the market. We do not believe that the scheme should lead to a reduction in properties to rent. Fees should easily be able to be absorbed into a landlords business model without the need to sell up or pass it on to their tenants.</p>
<p>Landlords will seek to recover the additional cost from the tenants resulting in more expensive rental properties in the borough</p>	
<p>Same answers as to the previous question: 1. Bad landlords will not register and work on the basis that they will not get caught. 2. Tenants will end up paying higher rents to cover this as landlords are already experiencing increased costs due to mortgages going up, changes in government taxation rules that mean they pay more tax, increased costs of repair work, etc etc. However nice a landlord you are, this cost will be added to rent and hence the tenants will find that rents go up. 3. The rental stock will reduce. There are many landlords who already feel under pressure with costs (see 2 above) and the sheer amount of paperwork and bureaucracy involved (prescribed info, certificates, etc). Some of these will definitely withdraw from the market. This might provide more owner occupier housing, but unlikely to attract landlords into the market or to increase their stock. 4. Properties let through established estate/letting agents are ALREADY VETTED for gas safety and electrical safety certificates, EPC, CO and smoke alarms, tenants right to rent, etc etc. These lettings should be exempt. 5. On a personal note, it feels like a kick in the teeth for good landlords. Most of the aims and objectives on the list of reasons for the introduction of the scheme feel completely spurious and irrelevant to me and to my situation. I feel I am being tarred with the same brush and being vilified. It is simply not fair.</p>	
<p>I disagree because a well maintained property would still incur additional formalities and cost, and landlords would seek to recover these costs from the tenants by increased rents..</p>	

<p>This will inevitably lead to an increase in rents payable by tenants at a time when the cost of living is a real problem for many. Lead to the withdrawal of private property for rent for all not just the bad landlords and increase homelessness. The Consultation paper does not say how it will support those tenants who may be impacted by this legislation as people have to live somewhere. I believe the benefits are overstated and the costs understated in the Consultation paper</p>	<p>The council is not aware of any evidence that selective licensing schemes have caused an increase in homelessness in other areas. The scheme is designed to help tenants by improving the quality of sub-standard rented properties. The council does not agree that benefits are overstated. The costs reflect the cost of delivering the scheme on a cost recovery basis so are not understated.</p>
<p>Will increase rents</p>	
<p>Will it help to increase houses available to rent in the borough?? I don't think so.</p>	<p>It will increase the quality of houses to rent in the borough.</p>
<p>Objectives seem unlikely to be met, likely to be a box ticking exercise for a council fee. Most likely to reduce the PRS</p>	<p>The council will have in place targets and a review mechanism that will ensure that targets are met.</p>
<p>Overregulation landlords will just leave the market no money to be made if landlords have to keep paying out</p>	
<p>This will simply lead to more landlords leaving the market. And this is for a non-existent problem. To tackle rogue landlords, please enforce the current laws.</p>	<p>The issue of the limitations of the existing system are set out in the consultation.</p>
<p>I agree that landlords should abide by a set of rules for managing their properties, but I fear there is a missing link in this plan - no rent control. What is to stop any landlord from adding all the repairs/improvements onto the rent for the property, as so often happens? Also, whilst the focus on the standard of repairs and maintenance is very important/much needed, what about how the landlords conduct themselves - how does this plan protect tenants from harassment/poor behaviour by landlords?</p>	<p>The legislation does not allow for the council to impose rent controls. There are other mechanisms for dealing with excessive rent levels. If a landlord increases rent to a level that the tenant does not believe is a fair or market rent, they may apply to the First-Tier Tribunal (Property Chamber - Residential Property) for a review.</p>
<p>Reasons are set out in other sections but there is already a serious shortage of rented accommodation and licencing of already compliant landlords or potential new landlords is only going to make the matter worse. Landlords are already struggling with ever increasing costs and regulations. Landlords are already exiting the market and this will create another barrier to entry or force more out</p>	<p>The council believes that the scheme provides a level playing field for all landlords and tenants.</p>

<p>of the market. Many of the proposals for the licence are already covered by legislation and if the landlord uses a decent agent, the agent insists on many of the conditions in the proposed licencing or they will not act for the landlord. This proposal is imposing a burden on all for the sake of the few rather than specifically targeting the problem landlords.</p>	
<p>This will just be a further reason for good landlords to leave the sector which will simply push up rents further. Given the mortgage interest rate crisis going on, and the huge increase in rent levels recently, it's incredible that you are even thinking about this now at all.</p>	
<p>2 things will happen, u start a licensing scheme and tenants rent will go up around 75 a month to cover the cost or landlords sell up and u have a shortfall of private housing placing strain on public housing which u have failed to maintain and build at the required rate further exposing ur shortcomings and failure as a borough.</p>	
<p>Overall the scheme will force the good landlords who tend to spend more money on their properties/tenants away and the "bad" landlords will stay. Rents will increase and tenants will lose out. This is a bad scheme and I urge the council to think again. It is not that I do not agree with the objectives, it is more that the scheme will make things even harder/worse for tenants.</p>	
<p>More legislation, more requests, more red tapes, more changes and more and more with less profit. More landlords will exit the sector which means less properties available to rent</p>	
<p>You are driving landlords out, driving up costs and reducing the number of private rented properties in Barnet</p>	
<p>It's an expensive scheme that is ultimately paid for by the PRS tenants. It will do very little to tackle the issues listed. It's an extremely blunt instrument to encourage positive behaviour to improve the stated issues. Much more targeted approach would be more appropriate. The data and the proposal seem to complete ignore the regeneration in the proposed areas. The top issues such as</p>	

<p>cold, damp, ASB, etc are much reduced after many old buildings have been demolished and replaced with new modern buildings and mostly professional residents</p>	<p>The major regeneration areas in the Burnt Oak and Colindale areas included in Phase 1 of selective licensing but have been specifically excluded from the scheme.</p>
<p>Most landlords are good landlords, already suffering from onerous changes in recent years that only add cost to the cost of rental. A mis-guided proposal which will see many good landlords exit the area, and simply allowing more opportunity for rogue landlords to operate.</p>	
<p>It just means more expensive rent and less properties available</p>	
<p>More red tapes, more legislation for landlord. Leaving the sector.</p>	
<p>This will lead to a shortage of supply and increase in rents</p>	
<p>For reasons given previously. Not cost effective. Will increase rents. Can be achieved by a targeted approach instead of a complex costly scheme.</p>	
<p>Unfair to renters and their prices will go up and unfair to landlords as they already have high mortgages to deal with and need to maintain the property which is very expensive x</p>	
<p>My landlord will pass on to me the extra costs of mandatory licensing in the form of RENT INCREASE. Therefore I am not supporting this scheme at all.</p>	
<p>Likely to loose my tenant due to costs and will put a heavier pressure on the market and council</p>	
<p>There is already adequate safety systems in place to safeguard tenants Bush. The landlord has to pay a lot to keep safe anymore will drive the landlord out of the market and the burden will have to be picked up by the council.</p>	
<p>I feel it will have a negative impact on rented properties as it will cause rents to increase or landlords will dispose of properties because of extra cost and there will be less properties for rent on the market.</p>	
<p>All the reasons/problems highlighted by the Council for needing licensing are already covered by existing legislation. The Council can't be bothered to use or are ignorant of the law. Why penalise good</p>	

landlords because of a small minority of rogue landlords. This is purely a PR and money making exercise. It is no coincidence that since the Council introduced additional licensing that rents have skyrocketed, over and above inflation. The Council have made it increasingly difficult to rent properties and are discouraging landlords from renting. If landlords sell up due to the new plans, this only serves to reduce the rental housing stock, push up prices and make it harder for lower income families to rent. The Council clearly does not have tenants interests at the forefront of their thinking.

The scheme is wholly misguided. Responsible landlords like us do not need any "encouragement" as you put it, so this is another purely punitive tax. For responsible landlords like us it is in our own interests to maintain our properties to high standards and to have good working relationships with our tenants. This just another government tax to further penalise decent law-abiding and responsible landlords. This is yet another example of unnecessary Government interference and the market should decide if a landlord's property is not up to standard by a tenant choosing either not to rent there or leaving; or leaving it up to private and commercial agents like housing associations or estate agents to act as mediators in any dispute resolution between landlord and tenant - and operating within a competitive free market economy which would thrive for all parties due to minimal government over-reach and interference. Furthermore you say: "A fee for the license will be charged to cover the costs of processing the application and the cost of monitoring compliance with license conditions." In other words this is yet another unfair revenue generating stealth tax under the pretence of doing this out of the care and concern of preventing tenants from being exploited. It therefore really is no surprise why we now witness a mass exodus of landlords from the rental property market by selling up their properties - which, in turn, is creating yet greater demand on rental properties by reducing its supply which, in turn, will only further drive up rental prices, as dictated by the laws of supply and

The evidence shows that there is a need for the scheme, as sadly not all landlords are responsible and many tenants are unable to exercise the option to not rent or leave.

We have spoken with other boroughs running licensing schemes and they have not seen any evidence that the scheme itself is leading to landlords exiting the market. We do not believe that the scheme should lead to a reduction in properties to rent. Fees should easily be able to be absorbed into a landlord's business model without the need to sell up or pass it on to their tenants.

<p>demand. So the net outcome will be the opposite of what the government's aim is. We object to this scheme in the strongest possible terms.</p>	
<p>This is a stupid scheme, it places an additional financial burden on landlords in an already difficult market. The result of this will be divestment away from barnet in favour of other boroughs. If this goes ahead I will seriously consider selling and investing in Camden, Haringey or Brent. Properties already have to conform to Building regulations and new flats need to conform to space standards, hence this scheme is completely superfluous and only proves that Barnet is looking to make money. The services in Barnet are so poor compared to other boroughs. The streets are always dirty. Why is Camden so clean and well maintained when the council tax is exactly the same? Barnet is going to go the same way as Croydon at this rate</p>	
<p>It's a terrible idea. It's discriminative and rogue landlords will just avoid having a licence. It would cause rents to go up due to the landlord having no choice but to have to increase the rent to help cover the cost.</p>	
<p>This additional taxation to landlords if selective licencing comes is just another blow and expense to landlords to push them further away from the private rented sector. The government at present, are preparing a rental reform white paper, which especially mentioned the shortage of properties to rent, as landlords are walking away from renting their properties due to too much legislation. When will the local authority wake up and recognise this, or they going wait till it's too late.</p>	
<p>It is nothing more than a tax on landlords when there is already considerable increases in costs, this will inevitable lead to less property in the rented sector which will lead to higher rents thus damaging the tenants you seek to protect. The council should enforce properly with the staff and powers you already have.</p>	
<p>The overall impact will be negative and for those who remain in the PRS rents will inevitably go up even more as a direct consequence of</p>	

<p>this. It's so obvious I find it hard to believe that this is a serious proposal.</p>	
<p>Will raise costs and be an administrative burden for landlords. Costs will be passed on to tenants.</p>	
<p>Less properties available for us to rent in the area.</p>	
<p>There is a housing shortage. These schemes do nothing to abate this crisis. These schemes only raise the rents and drive those who cannot afford the high rents out of their homes and out of those areas. I therefore strongly disagree with both the selective-licensing and the additional-licensing schemes, only the mandatory-licensing-scheme may be useful.</p>	<p>The additional licensing scheme is already in operation and is not part of this consultation</p>
<p>Not clear what the benefits are? Not clear where and how the fee will be spent. Will likely cause rents to increase and Make housing issue worse.</p>	<p>The benefits of the scheme are set out in the consultation documentation.</p>
<p>I see there no benefit for this scheme, the conditions mentioned are already regulations already followed by landlords, why do we now need to pay for something we are doing already? There is also no benefits listed for good landlords and how they can be helped if their tenant is causing issues such as not paying rent, there needs to be conditions to resolve or remove tenants promptly if they are the ones causing the issues. Also the cost of the fees will definitely be passed on to the tenants through rental price increases so at the end of the day it will push even more people out of London as they would not be able to afford living here.</p>	<p>Benefits for landlords were listed in the consultation documentation.</p>

<p>Consultation comments relating to penalising good landlords and bad landlords avoiding licensing</p>	<p>London Borough of Barnet response to consultation comments</p>
<p>All residents should pay equally to help those less fortunate eg living in substandard accommodation or being troubled by ASB fly tipping etc. I therefore think that the enforcement should be added to council</p>	<p>The Council has a duty to ensure that the costs of services are recovered, and this should not be a burden on the council tax payer. Legislation</p>

<p>tax revenue. Bad landlords should be the only ones held accountable for their property's failings, not those landlords making limited profit already and all renters in the subsequently charged higher rents.</p>	<p>provides for recovery of enforcement costs of schemes through licensing fees.</p>
<p>Council is penalising landlords with these proposals and it is tenants that need regulating and re- educating on how to behave when you rent a property. They are a group of people who think they are entitled to everything but don't take any responsibility for themselves. Tenants cause their own problems because they believe just because they pay the rent they're entitled to everything. These proposals are utter nonsense and way of extorting more money out of Landlords.</p>	<p>The scheme is designed to tackle both poorly managed properties and issues relating to behaviour of tenants such as anti-social behaviour. The scheme is not designed to penalise landlords.</p>
<p>This scheme is not targetting poor accommodation and landlords enough. Good properties and landlords will be licensed, those that are poor will avoid licensing. The licensing costs are high and will reduce the number of properties available to rent.</p>	<p>The aim of the scheme is to target the poor landlords that either do licence but are not up to standard and those that do not licence. Targeted enforcement action will be taken. See comments above relating to costs.</p>
<p>You are penalising good landlords, making them pay to subsidise you job to deal with bad landlords. The proposed fee is extremely high - it will be passed on to tenants via higher rents</p>	
<p>All previously stated and penalises good landlords</p>	
<p>I look after my property and tenants well. any enforcement places a financial burden on me.</p>	
<p>License exemptions should be given to those who use property agents to manage their property.</p>	
<p>As mentioned before, as a landlord I pay fees to a letting agent who is making sure that I as a landlord meet all the requirements and the tenant is safe and well in my property. I am sent a quarterly report detailing how is my property being managed and looked after the tenant at the sane time the tenant communicates sny issues to dk with the property back to the agent. I really don't need an extra fee or another inspection.</p>	<p>Landlords that manage properties effectively, such as described by the respondent, will find it relatively straight forward to comply with the licence conditions. Please see earlier comments regarding the level of fees.</p>
<p>Landlords are already compliant. My experience with the London Borough of Enfield was that it was a costly waste of time.</p>	

I am opposed to the high charges which impact good landlords with several properties.	Unfortunately, the council's experience is that not all landlords are compliant. This is why the council has been able to produce the evidence base that supports the scheme.
Rogue landlords still go undeterred. Only already compliant landlords will apply.	
It makes good landlords pay just because the council is too lazy to target the bad landlords.	
The council is only making it less attractive to invest in properties. It will negatively impact more good landlords because they will be the ones who comply. Bad landlords will find way around it.	
There is no value to the Landlord	
Social engineering and council stealing from decent landlords	
a licensing scheme is unnecessary for the majority of decent landlords and should be a nominal fee only if it is introduced .	
How many elderly landlords will rent out if the licence expires on their death. It is outrageous	

Consultation comments relating to suggestion that the scheme is a revenue raising exercise, unnecessary red tape and bureaucracy	London Borough of Barnet response to consultation comments
There is no evidence to show that charging landlords further costs are going to be beneficial to tenants. Additionally if you are charging landlords, there must be some benefit to a landlord, otherwise this is another get rich scheme by the council. It's already bad enough looking at the public money spent on outsourcing to private companies which do not show a fair value exchange. You're setting up more departments to managed this which is no doubt going to be outsourced to already rich people with connections to the council.	<p>The council believes a scheme designed to improve the standard of living accommodation in the private rented sector is beneficial to tenants. The proposed benefits to both tenants and landlords of the scheme are outlined in the consultation.</p> <p>As explained in response to other comments above the council is not allowed to make a profit on providing a licensing scheme and licence fees are based upon cost recovery only.</p> <p>There will not be any new departments established to deliver the scheme, although additional staff will be required for an existing department. Although previously outsourced, the licensing team has been an in-house department since April 2023 and there are no plans for this to be outsourced again.</p>

This is a shameful way of collecting money from working to non productive people.	
I already let my property with the support of a letting agent, management company, insurance company plus it is in my interest to maintain my property s it is my investment. This is a way of the council getting money from everyone when the problem areas are probably in small pockets and there must be other ways to address this.	
This is a rip off scheme!	
It will do nothing to improve the quality of the housing in the PRS It should not be a way of increasing the Council's income.	
Red Tape and cost inflation for no benefit as not enforced	
I feel its another way of the council making money but they do not impose fines or check on properties which fail regulations	
I think it's unnecessary and a money making exercise	
Not necessary just another scheme created to earn revenue for the council	
Cost ,time it takes, unnecessary	
Money-making exercise	
More bureaucracy from council	
It is a scam to make money	

Consultation comments relating to duplication and over-regulation	London Borough of Barnet response to consultation comments
The new no fault laws coming into force already seeks mandatory landlords registration which landlords will have to pay for you are duplicating everything also arbitration service again has to be paid for by the landlord why should landlords meet all these new regulations you are creating more red tape	Registration is a separate scheme proposed by the Government. It does not achieve the same objectives as a targeted Selective Licensing scheme.
another stupid scheme against lanlords not justification for it as they are already heavily regulated by the government re right to rent	The council does not agree with this statement although the comments are noted.

deposit schemes epc gas safety pet electrical certificates its a nonsense	
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London Borough of Barnet – Property Licensing

Summary of proposed changes to consultation proposals

Following the public consultation on the council’s proposed property licensing schemes some changes are to be made from the original proposals. These changes result from comments received in the consultation. There may be other minor drafting amendments to the final documents.

The table below details the amendments that have been made.

Selective licensing phase 2		
Amendments to proposed licence fees		
	<i>Amendment</i>	<i>Reason</i>
1	Removal of the additional fee if the 2 nd element of the fee isn’t paid in a timely manner	The council have not found it to be practical to charge this fee.
2	The operation of the fee structure in Phase 1 of selective licensing, due to be implemented in early 2024, will be carefully monitored and it is proposed that alternative models of fees and discounts given by other authorities will be closely examined with the potential for an alternative fee structure, whilst still covering costs of the scheme.	To take account of comments made by respondents that there may be a punitive effect of the proposed fees for compliant landlords.
Amendments relating to the operation of the scheme		
3	Although not strictly an amendment to the proposals, it is clarified that the council intend to inspect the majority, if not all licenced properties during the life of the scheme.	FAQ 7 in the consultation documents contained a drafting error, leading to respondents interpreting that only properties deemed high risk would be inspected.
Amendments to licence conditions		
	<i>Amendment</i>	<i>Reason</i>
4	The selective licence condition 1.1 has been amended.	Response to consultation comment that there will be some limited circumstances where a licence to occupy may be the appropriate form of written agreement.
5	The selective licence condition 1.2 has been amended.	To reflect the change made to Condition 1.1.
6	The selective licence condition 5.1 has been amended and a paragraph moved to the Notes section under new paragraph 31.3.	Response to consultation comment to provide greater clarity between conditions and guidance.
7	The selective licence condition 6.2 has been amended.	To address possible conflict with legislation and or case law.
8	The selective licence condition 8.1 has been amended.	To provide greater clarity on the requirement.

9	The selective licence condition 8.3 has been amended.	To simplify the requirement.
10	The wording of the selective licence condition 10 has been amended.	To address a recent change in legislative wording.
11	The wording of selective licence condition 14.2 has been amended.	Response to consultation comment to signpost licence holders to information on the council website.
12	The wording of selective licence condition 15.3 has been amended.	Response to consultation comment to signpost licence holders to information on the council website.
13	The wording of the selective licence conditions 13.3, 13.4 and 15.5 have been amended to clarify that the periodic inspections in each requirement can be carried out at the same time.	Response to consultation comment to resolve an unclear requirement.
14	The wording of the selective licence condition 15.6 has been amended to remove the reference to harassment. A link has also been provided to council guidance for landlords.	Response to consultation comment to resolve an unclear requirement.
15	The wording of the paragraph under the heading of Notes relating to selective licence conditions has been amended.	To address a drafting error.

Appendix E – Property licence conditions

The following conditions are to be adopted by the council for selective licensing and will supersede previously adopted selective licensing conditions and be applied to any further selective licensing designations unless further amended.



Conditions for Licenced Properties (Selective Licensing)

Selective Licence Conditions

Standard terms for licences granted under Part 3 of the Housing Act 2004 (The Act).

Licence terms and limitations

- A licence relates only to the house described on the licence and Notice of Approval.
- A licence may be granted before the time it is required but the licence will not come into force until the date specified on the licence.
- The length of the licence is that stated on the licence document unless either of the following apply:
 - The licence will cease if the Licence Holder dies whilst the licence is in force.
 - The licence is revoked under section 93 or 93A of the Housing Act 2004.
- This licence continues for the period of the licence, even where the house is no longer a house under Part 3 of the Act, or becomes an HMO to which Part 2 applies, unless it is revoked under section 93 or 93A of the Housing Act 2004 or terminated upon the Licence Holder's death (see below).
- This licence may not be transferred to another person or organisation.
- If the Licence Holder is a company or partnership and it dissolves whilst the licence is in force, the licence ceases to be in force on the date of dissolution.
- If the Licence Holder dies while the licence is in force, the licence ceases to be in force on his death. However, during the period of 3 months beginning with the date of the Licence Holder's death, the premises is to be treated for that period as if a Temporary Exemption Notice had been served under section 86 of the Act, exempting the house from the requirement to be licensed. If on the expiry of the 3 months initial period, representatives of the deceased Licence Holder apply for a further exemption from the date the initial period ends, the premises is to be treated for that period as if a Temporary Exemption Notice had been served, exempting the house from the requirement to be licensed. Procedural rules and appeals as specified in section 86 (6) to (8) (with any necessary modifications) of the Act will apply.

In these licence conditions:

- All references to *'the Council'* in these conditions are to be read as meaning the London Borough of Barnet.
- *"The Act"* means the Housing Act 2004.
- *"room"* includes a hall or landing.
- *"living accommodation"* includes a bathroom or lavatory.
- *"house"* refers to the building or such part of it as is licensed under Part 3 of the Housing Act 2004.

- “*Licence Holder*” is the person named on the licence as being the Licence Holder and to whom the licence has been granted by the Council.
- “*The Manager*” is the person named on the licence as being the Manager

Selective Licence Conditions

The following standard licence conditions will be applied to all licences that are issued. They comprise those set down in legislation (*mandatory conditions*) and also local conditions (*discretionary conditions*), which will be unique licence conditions applied to licences, dependent on the information supplied at the time of application and the property use.

1. Tenancy agreement

- 1.1 The Licence Holder shall supply the occupiers of the property with a written statement of the terms (such as a tenancy agreement) on which they occupy the property.
- 1.2 A copy of the written statement must be supplied to the Council by the Licence Holder within 14 days of a request in writing from them to do so.
- 1.3 Where the rent is payable weekly, payments shall be recorded in a rent book to be retained by the resident. Otherwise, a written receipt of each rental payment shall be issued to residents. Where rent is paid by standing order or direct debit and recorded on bank statements, this satisfies the requirement to provide a written receipt of each rental payment to the tenants.

2. References

- 2.1 The Licence Holder must obtain references from persons who wish to occupy the house and copies of these are to be retained for the duration of the licence.
- 2.2 A copy of these must be supplied to the Council by the Licence Holder within 14 days of a request in writing from them to do so.

3. Copies of the property licence

- 3.1 The Licence Holder shall ensure within one month of the licence having been granted, that a copy of the licence and licence conditions is given to the occupier(s). A copy must also be given to any new occupier(s) taking up residence of the property during the licence period.

4. Permitted persons for the house

- 4.1 The Licence Holder must not allow the property to be used or occupied otherwise than in accordance with this licence.
- 4.2 Maximum numbers of persons permitted to occupy the licensed premises are given in the table below.

Total maximum permitted number of persons for the house	-
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5. Occupancy particulars

- 5.1 The Licence Holder shall if required by written notice, provide the Council in writing within 14 days and otherwise as may be required in these licence conditions, the following particulars in relation to the occupancy of the house:
- The names of persons living in the house
 - The dates when those persons moved into the house

6. Gas safety

- 6.1 Where gas is supplied to the house, the Licence Holder shall be responsible for ensuring that all gas installations comply with the Gas Safety (Installation and Use) Regulations 1998 (as amended) and ensure that arrangements are made for gas installations and appliances to be inspected annually by a competent Gas Safe registered engineer.
- 6.2 If the inspection of the gas installations and appliances identify necessary remedial works, these must be carried out by a competent Gas Safe Registered engineer.
- 6.3 The Licence Holder must submit a copy of the current gas safety certificate to the Council annually and otherwise as may be specified in the licence conditions. The certificate shall be no more than 12 months old at the date of submission.

7. Fixed Electrical installations

- 7.1 The Licence Holder must ensure that every electrical installation in the house is in proper working order and safe for continued use.
- 7.2 The Licence Holder shall if requested in writing, provide the Council with a current test certificate for the fixed electrical installation. Any report should be less than five years old at the date of submission. The test certificate is to be provided within 14 days of a request from the Council to do so and otherwise as may be specified in these licence conditions.

8. Condition of Furniture and Electrical Appliances

- 8.1 The Licence Holder shall ensure that furniture made available in the property is in a safe condition. All upholstered furniture and covers and fillings of cushions and pillows should comply with current fire safety legislation. During the inspections specified in condition 13.3, the Licence Holder shall undertake a visual check of such furniture and a declaration as to the safety of such furniture must be provided to the Council within 14 days on demand.
- 8.2 All electrical appliances where present and supplied by the Licence Holder, should be kept in a safe condition and regularly inspected, as part of a

maintenance programme. In addition, a Portable Appliance Test (PAT) should be undertaken in accord with the following schedule: -

Refrigerators/washing machines/electric fires	4 Years
Portable equipment	2 Years

8.3 Inspections of electrical appliances shall be carried out by a suitably qualified and competent person. Copies of any PAT certificates must be supplied to the Council by the Licence Holder within 14 days of a request in writing from them to do so.

8.4 A declaration as to the safety of electrical appliances and furniture provided by the Licence Holder shall be supplied to the Council within 14 days of a written request from them to do so and otherwise as may be required in these licence conditions. Copies of the declaration are to be made available to occupants of the house.

9. Smoke alarms

9.1 The licence Holder shall: -

Ensure that a smoke alarm is installed on each storey of the house on which there is a room used wholly or partly as living accommodation, and

keep each such alarms in proper working order; and

shall supply to the Council, a written declaration as to the position and condition of those smoke alarms within 14 days of a written request from them to do so and otherwise as may be specified in these licence conditions.

10. Carbon Monoxide Alarms

10.1 The Licence Holder: -

Ensure that a carbon monoxide alarm is installed in any room in the house which is used wholly or partly as living accommodation and contains a fixed combustion appliance; and

keep each such alarm in proper working order; and

shall supply to the Council, a written declaration as to the position and condition of the carbon monoxide alarms within 14 days of a written request from them to do so and otherwise as may be specified in these licence conditions.

11. Security

11.1 The Licence Holder must maintain in a good working order all external door and window locks and/or other measures or fittings provided to resist a forced entry to the property. Where intruder alarms are provided, this includes testing and replacing any batteries, servicing the installation etc. as necessary to ensure it

is in a fully functioning condition. The Licence Holder must take steps to ensure that the occupiers are made aware of how to use such fittings, measures or equipment.

12. Energy efficiency

- 12.1 The Licence Holder shall supply to the occupiers, a valid energy performance certificate (EPC) for the property where one is required to comply with the Domestic Minimum Energy Efficiency Standard (MEES) Regulations current at the commencement of the licence. A copy of the EPC shall also be supplied to the Council within 14 days of a request by them in writing to do so or otherwise as may be specified in these licence conditions.

13. Management practice

- 13.1 The Licence Holder shall provide the tenants and the Council, within 14 days of a request from the Council to do so and otherwise as may be specified in the conditions to this licence, written confirmation of how they will undertake routine or reactive maintenance, pest control and any repair or maintenance programme.
- 13.2 The tenants are to be advised in writing at the start of their tenancy of the arrangements in place to deal with repair and emergency matters, including 24-hour response arrangements. This should include alternative arrangements for situations in which the Manager is unavailable.
- 13.3 The Licence Holder shall ensure that inspections of the property are carried out regularly, giving the appropriate notice to the tenant, and at least once every six months, to identify any problems relating to the condition and management of the property. (This inspection can be undertaken at the same time as the inspections required by conditions 13.4 and 15.5). As a minimum requirement, records must be kept and contain a log of who carried out the inspection, the date and time of inspection and any issues found, and action(s) taken to deal with those issues. The records of such inspections shall be kept for the duration of this licence and made available for inspection by a visiting Council Officer. A copy of such records shall also be provided to the Council within 14 days of a request in writing from them to do so.
- 13.4 The Licence Holder shall regularly and at least once every six months, inspect or take other measures to ensure that any yards and/or gardens to the house, are kept clean and tidy. Where this is not the case, the licence holder shall write to the tenant to remind them of their obligations and to take steps within 14 days to clean and tidy them. The inspection can be undertaken at the same time as the inspections required by conditions 13.3 and 15.5).
- 13.5 All repairs, improvements or treatments to the house, installations, facilities and equipment are to be carried out by a competent person or persons.

14. Managing anti-social behaviour

- 14.1 The Licence Holder shall provide the tenants and the Council, within 14 days of a request from the Council to do so and otherwise as may be specified in the conditions to this licence, written confirmation of how they will manage complaints of anti-social behaviour and what action the tenants should take if notified by the Licence Holder that complaints of anti-social behaviour have been made relating to the property or the occupation of it.
- 14.2 The Licence Holder must ensure that any anti-social behaviour by residents or their visitors, to anyone else in the property (or in its locality), is dealt with appropriately and effectively in line with the Council's guidance note. In this regard, the Licence Holder or their agent shall investigate complaints of noise and other possible sources of nuisance or anti-social behaviour, whether these complaints are made by the residents of the property or by residents of neighbouring premises. The landlord shall take all reasonable steps to resolve the problem. On request, the Licence Holder must demonstrate to the satisfaction of the Council, that they have taken all reasonable and practicable steps when dealing with complaints of anti-social behaviour made against the occupants or their visitors. Documentary evidence of this shall be provided within 14 days of a request in writing from the Council to do so.

15. Waste Disposal

- 15.1 The Licence Holder shall comply with London Borough of Barnet's Household Recycling and Waste Policies.
<https://admin.barnet.gov.uk/sites/default/files/2020-02/Household%20Recycling%20and%20Waste%20Policies.pdf>
Any queries should be made via the CSI mailbox: CSI@barnet.gov.uk
- 15.2 The Licence Holder must ensure that suitable and sufficient recycling and waste containers are available for tenants' use, ensuring that tenants are made aware of the arrangements for the correct presentation and collection of recycling and waste.
- 15.3 The Licence Holder must give new occupiers of the property within 7 days of the start of their occupation, the following information on Waste and Recycling, in writing:
- a) The collection days for the refuse and recycling bins for the property (<https://www.barnet.gov.uk/recycling-and-waste/bin-collections>)
 - b) Details on what they can and can't recycle (<https://www.barnet.gov.uk/recycling-and-waste/household-recycling-and-waste>)
 - c) How they can dispose of bulky waste. (<https://www.barnet.gov.uk/bulkywaste>)
 - d) General waste guidance from the Council's website: (<https://www.barnet.gov.uk/recycling>)
- A copy of the information provided to the occupiers must be kept for 5 years and provided to the Council within 14 days on demand.

15.4 Information provided by the Licence Holder must be provided in a clear and easy to understand format which tenants can refer to throughout the period of their tenancy and should include the following: -

- How household recycling and residual waste should be separated, stored and placed out for collection in the correct containers.
- How to dispose of bulky household waste.
- If applicable, the licence holder must inform tenants of the arrangements for accessing communal recycling and waste containers that are placed in secure areas and ensure that tenants are able to access these.

15.5 The Licence Holder must carry out regular checks and at least once every six months throughout the duration of the licence, to ensure that all tenants are complying with their responsibilities with regards to the storage and recycling of waste (including bulky waste) within the property and any exterior areas within the curtilage of the house and its placement for collection in accordance with the policies set out by the Council. (This inspection can be undertaken at the same time as the inspections required by conditions 13.3 and 13.4).. Checks should be recorded, and records should be made available to the Council within 14 days of a written request from them to do so.

15.6 The Licence Holder must ensure that any type of waste which the Council does not routinely collect such as hazardous waste, and which is the responsibility of the Licence Holder is disposed of in a safe and lawful manner.

16. Training

16.1 The Licence Holder shall if requested in writing by the Council, attend a training course(s) in relation to management practice and procedures. One means of doing so would be to become accredited through the London Landlord Accreditation Scheme (LLAS) or similar scheme accepted by the Council. Training is to be completed within 3 months of such a request or such other period as may be specified in conditions to this licence. Documentary evidence of the training or accreditation will be required and is to be produced within 14 days of a request in writing from the Council to do so. For more information on the London Landlord Accreditation Scheme, please visit <https://www.londonlandlords.org.uk/>

17. Material changes to the licensed property or Licence Holder

17.1 If there is a material change of circumstances affecting the Licence Holder, the management or the operation of the property, the Licence Holder must inform the Council immediately. This includes anything that would affect the “fit and proper” status of the Licence Holder, Manager or others involved with management of the house. The Licence Holder must inform the Council of any proposals to change the Manager named on the licence as the proposed new Manager will be subject to the fit and proper person test and an application to vary the licence must be made. The Licence Holder shall also inform the Council of any changes to the business address of any of the parties named on the licence during the licence period.

- 17.2 No alteration to or occupation of the property which may affect the contents or conditions of the licence may be made without the prior written consent of the Council.

Notes relating to selective licence conditions

Paragraphs 18 to 29 are not licence conditions but provide supporting information to Licence Holders

18. Variations to the licence

- 18.1 If at any time during the period of licence, there has been a change of circumstances to the premises from the time the licence was granted, the Council may vary the licence on its own initiative or on an application made by the Licence Holder or a relevant person.

19. Failure to comply with licence conditions

- 19.1 Failure to comply with any licence condition may result in proceedings with a fine for a summary conviction. As an alternative, a financial penalty may be imposed by the Council of up to £30,000. Failure to comply with licence conditions or other relevant offences or wrongdoings may affect the Licence Holder's "fit and proper" status. The licence may also be revoked by the Council.

20. Grant of a licence

- 20.1 The property licence and conditions do not imply or grant by inference or otherwise, any approval or permission for any other purpose including Building Regulation and Planning purposes under the relevant Acts, or other statutory provisions or to leasehold terms and conditions. Conversely compliance with any of these requirements does not confer or imply compliance with the requirements of the Housing Act 2004 including property licensing.

21. Other Obligations

- 21.1 As well as the conditions applying to this licence, there are various other relevant statutory obligations of which you should be aware. These include but are not limited to the following statutory provisions.

22. Planning permission

- 22.1 This licence does not grant any planning approval, consent or permission under the Town and Country Planning Act 1990 or any other planning legislation. You should contact the Council's planning service if you are intending to carry out any alterations or additions to the property or intend to change the use of the

property in such a way that may require planning consent or have already done so.

- 22.2 For further information on planning matters please contact the Planning Department on 020 8359 3000 or email planning.enquiry@barnet.gov.uk

23. Building control

- 23.1 This licence does not grant any Building Regulation approvals, consent or permissions retrospectively or otherwise. All extensions or alterations to the property or the installations therein, including the provision of new sanitary ware and other facilities, shall comply with the latest Building Regulations where these apply.
- 23.2 For more information on the requirements under the Building Regulations, please contact Building Control on 0208 359 4500.

24. Fitness for human habitation

- 24.1 Under the Homes (Fitness for Human Habitation) Act 2018, landlords must ensure that their property, including any common parts of the building, is fit for human habitation at the beginning of and throughout the tenancy.
- 24.2 The Council expects all licensed property to be fit for human habitation – the definition of fitness is contained in the Landlord and Tenant Act 1985.

A property may be unfit if:

- the building has been neglected and is in a bad condition
- the building is unstable
- there is a serious problem with damp
- it has an unsafe layout
- there is not enough natural light
- there is not enough ventilation
- there is a problem with the supply of hot and cold water
- there are problems with the drainage or the lavatories
- it is difficult to prepare and cook food or wash up
- there is a category 1 or 2 hazard under the housing health and safety rating System (HHSRS)

25. The Housing Health and Safety Rating System (Housing Act 2004)

- 25.1 This licence is not evidence that the property is free from hazards and defects. The Housing Health and Safety Rating System (HHSRS) introduced under Part 1 of the Housing Act 2004, applies to all residential premises including Houses in Multiple Occupation. This is an assessment method for hazards that are most likely to be present in housing and include fire, overcrowding, excess cold conditions, damp and mould, security and electrical safety among others of which there are 29 in total. The assessment could show the presence of serious

(category 1) hazards and/or other less serious (category 2) hazards. The Council has a duty to take the appropriate action in relation to category 1 hazards where these are found.

- 25.2 The Council, regardless of these licensing conditions, must seek to identify, remove, or reduce category 1 or category 2 hazards in the property under Part 1 of the Housing Act 2004. Over the duration of a licence, the Licence Holder may be required to provide full access for further HHSRS inspections and assessments to be carried out. Any defects found at inspection may require enforcement action to be taken.

26. Part X of the Housing Act 1985

- 26.1 This part of the Act sets out rules to prevent overcrowding in residential premises and has regard to both habitable room sizes and the number of rooms. This part of the Act can be found at the following website:
<https://www.legislation.gov.uk/ukpga/1985/68/part/X>

27. The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020

- 27.1 These Regulations require landlords to have the electrical installations in their properties inspected and tested by a person who is qualified and competent, at least every 5 years. Landlords have to provide a copy of the electrical safety report to their tenants and to the Council if requested and carry out any remedial works identified in the report.

For further information please visit

<https://www.gov.uk/government/publications/electrical-safety-standards-in-the-private-rented-sector-guidance-for-landlords-tenants-and-local-authorities/guide-for-landlords-electrical-safety-standards-in-the-private-rented-sector>

28. The Smoke and Carbon Monoxide Alarm (England) Regulations 2015

- 28.1 Private sector landlords are required to have at least one smoke alarm installed on every storey of their property and a carbon monoxide alarm in any room containing a solid fuel burning appliance (e.g. a coal fire, wood burning stove, etc.). After that, the landlord must make sure the alarms are in working order at the start of each new tenancy.

For further information, you can visit

<https://www.gov.uk/government/publications/smoke-and-carbon-monoxide-alarms-explanatory-booklet-for-landlords/the-smoke-and-carbon-monoxide-alarm-england-regulations-2015-qa-booklet-for-the-private-rented-sector-landlords-and-tenants>

29. Fire Safety Order

- 29.1 An owner, manager or operator of a business will need to comply with fire safety law. The main law is the Regulatory Reform (Fire Safety) Order 2005 or "the Fire Safety Order".
- 29.2 The Order applies to virtually all buildings, places and structures other than individual private dwellings e.g., individual flats in a block or family homes but does include the common parts of HMOs and the common parts of blocks of flats and maisonettes.

For further information, you can visit

<http://www.london-fire.gov.uk/RegulatoryReformOrder2005.asp>

30. Domestic Minimum Energy Efficiency Standard (MEES) Regulations

- 30.1 The Domestic Minimum Energy Efficiency Standard (MEES) Regulations set a minimum energy efficiency level for domestic private rented properties. The Regulations apply to all domestic private rented properties that are:
- let on specific types of tenancy agreement
 - legally required to have an Energy Performance Certificate (EPC)

For further information, you can visit

Domestic private rented property: minimum energy efficiency standard - landlord guidance - GOV.UK (www.gov.uk)

31. General landlord and tenant matters

- 31.1 Tenants have certain legal rights in relation to their occupation of the premises. Landlords should have proper regard to these rights when exercising, for example, the following powers: -
- Terminating tenancy agreements.
 - Undertaking inspections of tenants rooms.
 - Imposing rent increases.
 - Reimbursing tenants rent deposits.
- 31.2 If Landlords have any doubts regarding their legal obligations under Landlord and Tenant Law, they should seek their own legal advice.
- 31.3 The Licence Holder should issue the occupiers with notification of the Licence Holder's legal duties to comply with the law (Sch 4 of the Housing Act 2004) and the requirements to share data with the Council without the occupier's consent, either expressed through the tenancy agreement or where there is no such term in the existing agreement, in a statement to this effect in writing to the occupier.

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Appendix F – Indicative proposed licence fees

The following fees are based upon costs as at April 2023 and will be subject to review and amendment in line with inflation, and cost recovery before designation.

The operation of the fee structure in Phase 1 of selective licensing, due to be implemented in early 2024, will be carefully monitored and it is proposed that alternative models of fees and discounts given by other authorities will be closely examined with the potential for an alternative fee structure, whilst still covering costs of the scheme. This exercise will be undertaken prior to submission to the Secretary of State for approval

Licence type	Fee (£'s)	Fee split (£'s)	
Selective licensing (majority online applications so fee only)	826	Fee 1	414
		Fee 2	412
Discount for accredited landlords	10% off fee 1		
Discount for landlords using an accredited managing agent (subject to the council being satisfied with the full details of the accreditation scheme and that it meets at least the same standard as the London Landlord Accreditation Scheme.	10% off fee 1		
Discount for registered charities	10% off fee 1		
Fee associated with an abortive visit	79		
Change in nominated manager	0		
Change in nominated licence holder	New licence application fee		
Refund clarification for revocations	No refund where the licence is revoked		

London Borough of Barnet Selective Licensing – Phase 2

Licensing Scheme Objectives, Targets, and Reporting Timetable

Introduction

It is the intention of Barnet Council that the use of Selective Licensing will bring about an improvement to property conditions and management in the private rented sector (PRS).

In order to achieve this, we believe it is important that at the outset, we set out clear objectives and targets that the schemes will be intended to achieve. We also wish to monitor our performance against these objectives and targets and be clear and transparent in reporting our performance regularly and if and where we fall short, to set out the steps we will take to correct our path to the final outcomes at the end of the five-year scheme.

Besides monitoring, a critical element to achieving our objectives and targets, is to ensure that the scheme is adequately resourced, enabling us to do what we say we will and ultimately to ensure that the schemes are successful in protecting some of our most vulnerable residents.

Objectives

Having carried out a review of housing conditions under section 3(1) of the 2004 Act, the council considers it would be appropriate for a significant number of privately rented properties in the ten wards of Childs Hill, Cricklewood, Edgware, Edgwarebury, Finchley Church End, Golders Green, Hendon, Mill Hill, West Finchley, West Hendon to be inspected, with a view to determining whether any category 1 or category 2 hazards exist on the premises.

The council intends to carry out such inspections, with a view to carrying out any necessary enforcement action.

Combined with other measures taken in the area by the council or partners together with the council, including application of licence conditions imposed under section 90 of the 2004 Act, this scheme will contribute to an improvement in general housing conditions in the area.

It is intended that the introduction of selective licensing will:

- Improve private rented sector housing conditions
- Contribute to an improvement in the health outcomes of residents in the highest risk properties by improving property conditions

- Seek to reduce deprivation and inequalities, in conjunction with other key council strategies (including the Barnet Plan, housing strategy, homelessness and rough sleeping strategy, local plan and community safety strategy)
- Contribute to tackling anti-social behaviour and crime linked with the private rented sector alongside these other strategies

Targets

In order to monitor our performance in reaching these objectives, we have determined a set of targets by which we will monitor the progress of the scheme. The targets will be reviewed on an ongoing basis (first formal review after 12 months) as it is acknowledged based upon previous experience that there may be some natural change in the tenure of properties over time that may affect the profile from that at the time of the consultation and the subsequent Census 2021 released data.

The Census 2021 tenure data estimated there were approximately 25,250 properties in Barnet, whilst the private sector analysis conducted for the consultation identified a potential 22,295 privately rented properties within the scope of selective licensing in the proposed wards.

1. Monitor licensing compliance against the predicted number of licensable properties:
 - a) To investigate all 22,295 properties identified in the baseline and any further properties subsequently identified over the five-year period of the scheme.
 - b) To ensure that at least 95% of identified properties are licenced, or appropriate investigations or enforcement action is being taken, at the conclusion of the five-year scheme. (Based upon the baseline data, this is estimated to be 21,180 properties).
 - c) To take appropriate enforcement action in accordance with the Regulatory Services Enforcement Policy in place at the time, in at least 95% of cases, in relation to properties that have been formally identified as licensable and fail to apply for a licence within 3 months of first contact.
2. Monitor and ensure compliance with licence conditions:
 - a) To inspect 100% of premises issued with a selective licence where they are risk assessed as high risk* to ensure that all conditions are being met and the property is free from category 1 hazards under the Housing Act 2004.
 - b) To monitor lower risk premises annually on a 25% sampling basis and ensure compliance with licence conditions involving the submission of documentation and safety certification in.

**Assessment of high risk is based upon licence application information, complaints or other intelligence.*

3. Ensure improvement of property conditions and management standards:

- a). Carry out an HHSRS inspection of 70% of licensed premises during the lifetime of the licence.
- b). Take appropriate enforcement action to reduce category 1 hazards in licensed premises as defined by the Housing Act 2004, through a combination of informal and formal actions, in accordance with the Regulatory Services Enforcement Policy in place at the time.
- c). Take appropriate enforcement action to reduce overcrowding where a category 1 hazard is found through a combination of informal and formal actions in accordance with the Regulatory Services Enforcement Policy in place at the time.
4. Improve the professionalism of landlords by providing appropriate support, information and training:
 - a). Arrange 1 landlord event per annum and ensure they are appropriately promoted
 - b). Produce an annual newsletter for landlords, managing agents and letting agents
 - c). Provide ongoing support to landlords to assist them in understanding and complying with the property licensing schemes.
 - d). To promote membership of the London Landlord Accreditation Scheme to landlords.

Service Standards

General Service Standards

5. Deal with phone calls immediately or, where this is not possible call you back within one working day or at an agreed time.
6. Acknowledge your letter/email within three working days and a full response within ten working days
7. Staff will carry identity badges at all times and produce them on request
8. All staff will be trained in relation to Diversity and Inclusion

Selective Licensing Processing

9. Contact licence applicants within 28 working days where applications are incomplete
10. Respond within 20 working days of any representations submitted following the issuing of the Notice of Intention to issue a licence
11. Issue the licence within 10 working days of the expiry of the Notice of Intention to issue a licence where no comments are received
12. Licences will be issued or refused within 90 days of a complete application subject to payment of the second fee.

Reporting

13. The above targets shall be monitored regularly as part of the departmental performance monitoring processes.
14. Performance against the above targets shall be reported to the relevant committee (currently Cabinet) annually.
15. Targets to be first reviewed after 6 months and annually to ensure that they remain realistic and appropriate given the objectives and operation of the scheme.
16. The fees will be reviewed annually (commencing in October for introduction in the following January/April in line with the Council's agreed finance policy) and submitted to the relevant committees for approval, to ensure that the fees cover the necessary costs for scheme implementation.
17. Any corrective actions required to address underachievement of targets that may require additional resources will be factored into the review of licence fees to ensure that the schemes remain cost neutral to the council.



Designation of areas for selective licensing

The London Borough of Barnet Designation of Areas for Selective Licensing – Phase 2 2025.

The London Borough of Barnet in exercise of its powers under section 80 of the Housing Act 2004 ("the Act") hereby designates for selective licensing the areas described in paragraph 4.

CITATION, COMMENCEMENT AND DURATION

1. This designation may be cited as the London Borough of Barnet Designation for Areas for Selective Licensing - Phase 2 2025.
2. The designation is made on [date]. The Designation falls within a description of designations for which confirmation is required by the Secretary of State and will come into force no sooner than 3 months after confirmation is received.
3. The designation shall cease to have effect after 5 years, or earlier if the Council revokes the scheme under section 84 of the Act.

AREAS TO WHICH THE DESIGNATION APPLIES

4. This designation shall apply to the wards of Childs Hill, Cricklewood, Edgware, Edgwarebury, Finchley Church End, Golders Green, Hendon, Mill Hill, West Finchley, West Hendon delineated and edged in blue on the map at Annex A.

APPLICATION OF THE DESIGNATION

5. This designation applies to any house¹ of a description specified in Annex B within the area described in paragraph unless-

¹ For the definition of "house" see sections 79 and 99 of the Act

- (a) the house is a house in multiple occupation [HMO] and is required to be licensed as a Part 2 of the Act²;
- (b) the house is a house in multiple occupation that falls within the prescribed category of HMO that is required to be licensed under the London Borough of Barnet Designation of an Area for Additional Licensing of Houses in Multiple Occupation 2022 made on 4th of July 2022 and coming into force on 5th October 2022, under Section 56 of the Housing Act 2004;
- (c) the tenancy or licence of the house has been granted by a registered social landlord³;
- (d) the house is subject to an Interim or Final Management Order under Part 4 of the Act;
- (e) the house is subject to a temporary exemption under section 86 of the Act;
- (f) the house is occupied under a tenancy or licence which is exempt under section 79(4) of the Act or the occupation is of a building or part of a building so exempt as defined in Paragraph 5(f): Exempted tenancies or licences, Selective Licensing of Houses (Specified Exemptions) (England) Order 2006 SI 370/2006.
- (g) The tenancy or licence of the house has been granted by a student accommodation provider that is subject to ANUK accreditation (The Accreditation Network UK).

EFFECT OF THE DESIGNATION

6. Subject to sub paragraphs 5(a) to (g) every house in the area specified in paragraph 4 that is occupied under a tenancy or licence shall be required to be licensed under section 85 of the Act⁴.
7. The London Borough of Barnet will comply with the notification requirements contained in section 83 of the Act and shall maintain a register of all houses registered under this designation, as required under section 232 of the Act⁵.
8. Upon the Designation coming into force, any person who operates a licensable property without a licence, is liable to prosecution under section 95(1) of the Act and upon summary conviction is liable to a fine of unlimited amount. A person who breaches a condition of a licence is liable upon summary conviction to a maximum fine of £5,000. As an alternative to prosecution, those operating without a licence or breaching any licence conditions may be subject to Civil Penalty Notices with a maximum fine of £30,000. In addition, such a person may be required to repay up to 12 months' rent if the tenant or the Council, in the case of housing benefit payments, apply to the Residential Property Tribunal under the provisions of section 96 and section 97 of the Housing Act 2004 for a rent repayment order. No notice under section 21 of the Housing Act 1988 may be

² Section 55 of the Act defines which Houses in Multiple Occupation are required to be licensed under the Act. See also The Licensing of Houses in Multiple Occupation (Prescribed Descriptions) (England) Order 2005 (SI 2006/371)

³ Section 79(3) of the Act. For the definition of a Registered Social Landlord see Part 1 of the Housing Act 1996

⁴ Section 232 of the Act and paragraph 11 of SI 373/2006

⁵ See the Selective Licensing of Houses (Specified Exemptions) (England) Order 2006 SI 370/2006

given in relation to an assured shorthold tenancy of the whole or part of an unlicensed house so long as it remains an unlicensed house.

9. The designation is herein made by the London Borough of Barnet under the power conferred by the General Approval 2015 as delegated by the London Borough of Barnet Housing and Growth Committee.

If you are a landlord, managing agent or a tenant, or if you require information regarding this designation, or to apply for a licence, further information and assistance is available from the Council's Private Sector Housing Team <https://www.barnet.gov.uk/housing/privatehousing> by telephone on 020 8359 5355, by email to hmos@barnet.gov.uk, or by writing to:

Private Sector Housing Team,
London Borough of Barnet,
2 Bristol Avenue,
Colindale,
NW9 4EW.

The Designation may be inspected at the above address during office hours.

All landlords, managing agents or tenants within the designated area should obtain advice to ascertain whether their property is affected by the designation by contacting the Council's Private Sector Housing Team.

Date and authentication by the Council. **[Date]**.

Signed

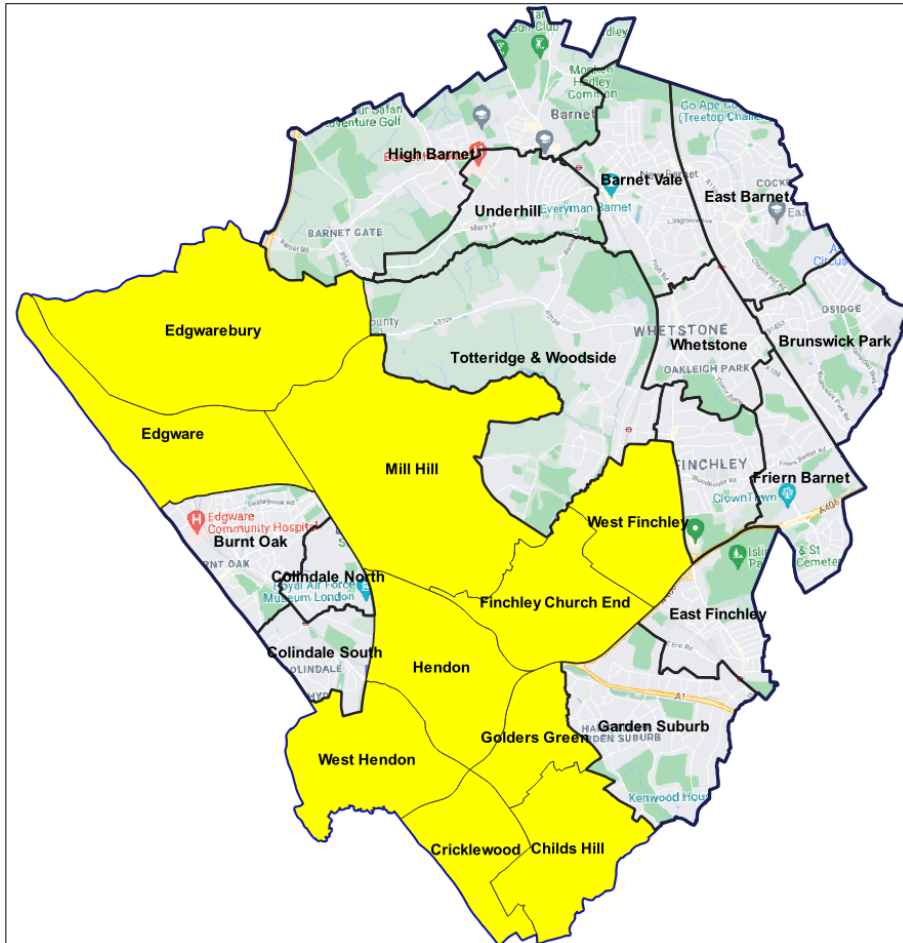
Deputy Chief Executive


For and on behalf of London Borough of Barnet

Annex A: Paragraph 4: Maps of the Designated Area.

Map 1

(to be replaced with map to be supplied by Matt Boxall)



 Area within the designation

Annex B – Paragraph 5: houses subject to the designation

This scheme will require the following types of property to require a licence:

Houses or flats rented to either:

- A single person
- Two people sharing (regardless of their relationship to one another)
- Any number of persons forming a single household (family)

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Draft Communications Plan

Communication plan for designation

If committee agree that the Selective Licensing – Phase 2 scheme is appropriate for Barnet and a designation is confirmed by the Secretary of State, a Public Notice of the confirmed designation must be published. This must be effectively communicated to all interested parties, both inside and outside the borough of Barnet. This is detailed in section 59 of the Housing Act 2004 (the Act). The Licensing and Management of Houses in Multiple Occupation and Other Houses (Miscellaneous Provisions) (England) Regulations 2006 Section 9 also prescribes further on this matter. Failure to meet these requirements could lead to a judicial review or the scheme would be unlawful and this could result in substantial financial liability for the Council.

Action	Action	Notes
Place the notice on a public notice board at one or more municipal buildings	Publish a notice within 7 days after the date designation was confirmed	<i>As Barnet is such a large borough multiple locations are proposed</i> Identified municipal buildings:
		Hendon Town Hall
		Libraries
		Colindale
Publish the notice on the authority's internet site	Publish a notice within 7 days after the date designation was confirmed	Engage- must contain prescribed info and how to ask for copies of the designation.
		Publish a press release on Barnet website
Arrange for its publication in 2 newspapers	Arrange for its publication in at least two local newspapers circulating in or around the designated area (i) in the next edition of those newspapers; and (ii) five times in the editions of those newspapers following the edition in which it is first published, with the interval between each publication being no less than two weeks and no more than three weeks	

Action	Action	Notes
<p>Must send a copy of the notice to any person who responded to the consultation conducted by it under section 56(3) or 80(9) of the Act</p>	<p>Within 2 weeks after the designation is confirmed or made the local housing authority must send a copy of the notice to any person who responded to the consultation conducted by it</p>	<p>Copy to be emailed to specific email contacts</p>
<p>The local housing authority must send a copy of the notice to (b) any organisation which, to the reasonable knowledge of the authority (i) represents the interests of landlords or tenants within the designated area; or (ii) represents managing agents, estate agents or letting agents within the designated area;</p>	<p>Within 2 weeks after the designation is confirmed or made send a copy to:</p> <p>Any organisation which, to reasonable knowledge of the authority:</p> <p>Represents the interests of Landlords or Tenants within the designated area and represents managing agents, estate agents or letting agents within the designate area</p>	<p>Email copy to all current licence holders</p> <p>Notify London Landlord Accreditation Scheme for their newsletter</p> <p>Notify London Property Licensing for the news section of their website</p> <p>Email copy to relevant associations including National Residential Landlords Association, Landlords Guild, UK Association of Letting Agents, Association of Residential Letting Agents, Association of Residential Managing Agents, Property Mark, and Safeagent</p> <p>Email copy to local letting and managing agents (including in surrounding boroughs)</p> <p>Email copy to relevant tenant associations including Shelter and CAB</p>

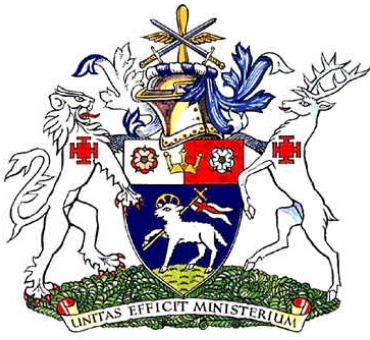
Action	Action	Notes
Send a copy to every organisation within the local housing authority area that the local housing authority knows or believes provides advice on landlord and tenant matters including: Law Centres CABs Housing Advice Centres Homeless Persons Units	Within 2 weeks after the designation is confirmed or made the local housing authority must send a copy of the notice to every organisation within the local housing authority area that the local housing authority knows or believes provides advice on landlord and tenant matters, including (i) law centres; (ii) citizens' advice bureaux; (iii) housing advice centres; and (iv) homeless persons' units	Law Centres – list of the closest ones, and a list of all the Solicitors in Barnet who deal with housing matters from the Law Society Website.
		CABs
		Housing Advice Centres – The Barnet Group, Age UK, DWP, Housing Benefits Service, Council Tax
		Homeless Persons Units – HAB centre, Shelter
		Barnet Group- internal email all staff and website

General Scheme Communication

General scheme promotion will need to be undertaken to ensure that landlords, agents, residents, tenants etc are aware of the new requirements to licence.

Type of communication	Target Audience
General News release	General community
LBB website	General community
Direct email	Barnet Councillors
Direct email	Local organisations and community groups
Direct email	Housing organisations and housing associations
Direct email	Neighbouring boroughs of Brent, Harrow, Enfield, Camden, Haringey and Hertsmere

Direct email	Local letting agents and managing agents including surrounding boroughs
Direct email	Local and national housing interest groups
Direct email	Local authority Environmental Health contacts
Direct email	NHS trusts and Core Commissioning Groups
Direct email	Community pharmacies
Direct email	Barnet libraries
Direct email	Barnet and Partner Organisation contacts
Direct email	Landlords with licensed properties in Barnet where an email is available
Direct email	Barnet and Partner Organisation contacts
Direct email	All Barnet Group Staff
LBB internet advert	All Barnet Council website users
LBB organic facebook posts	General community
LBB organic twitter posts	General community
Promotion through LBB Barnet First e letter	General community
Facebook advertising	General community
Facebook advertising	Promotion of licensing engagement events
Facebook advertising	Landlords
Facebook advertising	Tenants in the proposed selective licensing areas
Barnet First magazine	General community
Cross boundary newspaper advert- Barnet Borough Times	General Community
Cross boundary newspaper advert-Enfield and Haringey Independent	General Community
Consultation promotion on email sign off of the Private Sector Housing Team and out of office messages from all staff and the generic mailbox for Regulatory Services and the HMO Licensing Team	General community, but predominantly landlords and tenants



Cabinet

AGENDA ITEM 23

Title	Additional Licensing Scheme 2022-27 - Year One Review
Date of meeting	12 th December 2023
Report of	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes & Regeneration
Wards	All
Status	Public
Key	Non-Key
Urgent	No
Appendices	Appendix 1 – Additional Licensing performance against preset Objectives, and Targets
Lead Officer	Cath Shaw – Deputy Chief Executive cath.shaw@barnet.gov.uk
Officer Contact Details	Belinda Livesey, Group Manager (Private Sector Housing) belinda.livesey@barnet.gov.uk 020 8359 7438. Rick Mason, Project Officer rick.mason@barnet.gov.uk 020 8359 5355.
Summary	
<p>This report is to advise Cabinet of the findings of the first-year review of the Additional Licensing Scheme for Houses in Multiple Occupation. The report provides data and commentary relating to objectives and targets as approved by the Housing and Growth Committee on 17th February 2022.</p>	
Recommendations	
<ol style="list-style-type: none"> 1. That Cabinet note the findings of the Additional Licensing Scheme 2022-2027 - Year One Review. 2. That Cabinet note the strategy for addressing the challenges identified to date. 	

1. Reasons for the Recommendations

Introduction

- 1.1 A house in multiple occupation (HMO) is a property rented out by at least 3 people who are not from one 'household' (for example a family) but share facilities such as a bathroom and/or kitchen or some buildings entirely converted into self-contained flats if the conversion did not meet the standards of the 1991 Building Regulations .
- 1.2 Under Part 2 of the Housing Act 2004, higher risk houses in multiple occupation (HMOs) occupied by 5 or more persons forming two or more households are required to hold a mandatory HMO licence. The aim of this legislation is for local authorities to improve standards and conditions in the higher risk HMOs through the application and enforcement of licence conditions.
- 1.3 Following the end of Barnet's first Additional HMO Licensing Scheme in July 2021 an extensive data collection exercise was completed. This demonstrated the evidence for a new Additional HMO Licensing Scheme which was introduced in October 2022, following a public consultation. An HMO requires to be licensed under the Additional HMO Licensing Scheme when:
- a. it is occupied by 3 or more persons in two or more households, or
 - b. it is a building converted into self-contained flats that don't meet the Building Regulations 1991(or later) and:
 - the building is 3 or more storeys in height
 - there are at least 3 flats
 - all the flats are privately rented
 - both the building and the self-contained flats are under the same ownership or control
- 1.4 From the data collection exercise completed as part of the consultation exercise, indications were that there were 3,101 (mandatory and additional) properties that would require a licence for the first time or requiring a licence renewal either under mandatory licensing or the previous additional licensing scheme. Based on previous experience, fluctuations in the numbers of HMOs were expected due to natural changes in mode of occupancy and property sale. There is no evidence that this is linked to licensing, but more so from market factors.
- 1.5 Having completed the previous Additional Licensing Scheme, the council were well placed to commence delivery of a second scheme, with staff, procedures and systems in place. There were however significant unforeseen challenges following scheme commencement that have affected the performance of work on the scheme, including:
- Very experienced enforcement and administrative staff left the team
 - Delivery of the service transferred back from Re (joint venture company between LBB and CAPITA) to LBB on 1st April 2023.
 - On transfer back to LBB the services were placed in the Assurance Directorate, then moved to Economy and Growth to be assimilated into the LBB structure through a full re-organisation. This was completed in November 2023. From December 2022 until November 2023 no permanent recruitment was permitted.

This has led to ongoing recruitment of temporary staff, extensive and ongoing training, and significant amounts performance management.

- The online licensing functionality was delayed due to the transfer of services from CAPITA to LBB. This is now due to be introduced in January 2024.
- The Data Analyst responsible for supporting the project, developing new reports, updating and repairing existing reports etc. remained in CAPITA. Recruitment of a replacement was only successful in Summer 2023, with the officer due to commence in November 2023.

1.6 For the reasons listed in paragraph 1.5 above, performance to date has not been in line with the licensing targets listed in the February 2022 Committee report. Details are contained in Appendix 1. In addition longer conditions inspections have been required in relation to licences issued during covid restrictions.

1.7 A list of corrective actions is detailed below. The priority for the next 6 months must be to prioritise recruitment, training and stabilisation of the team whilst introducing online licensing. Only by cementing a robust structure will the team be well placed to deal with the backlogs in applications and conditions compliance inspections that need to be worked through.

1.8 The stability of this team and the online licensing solution are critical to the decision on the commencement of the approved phase 1 of Selective Licensing in Burnt Oak, Colindale North and Colindale South.

Corrective actions required to address underachievement of targets

Permanent staff recruitment to commence. Recruitment will target experienced officers as well as officers with the necessary skill set to be trained up by LBB.	January 2024
All new staff to complete induction training including Diversity and Inclusion Training	Ongoing
Targets to be reviewed with the new Idox Uniform Data Analyst to ascertain if the data required can be generated and reports set up. If this isn't possible the targets will be revised accordingly.	January-March 2024
Online licensing to be introduced which will assist applicants as well as reducing the amount of administration required per application. Linked to this, opportunities will be explored for ensuring that the current data management system is supporting efficient use of officers' time.	January-March 2024
Annual Landlords forum to be held with a linked newsletter	April 2024
New set of rent deposit data to be obtained and reviewed to ascertain any variation in potentially licensable premises since the original data review prior to scheme commencement.	April-May 2024
Access into premises for conditions compliance inspections is challenging and time consuming. A variety of different activities are now being used in order to make the inspection process more efficient. This inspection	Ongoing

programme will be closely monitored and a more robust approach taken to enforcement as necessary to ensure timely conditions compliance.

2. Alternative Options Considered and Not Recommended

- 2.1 No other options have been considered as this update is part of the reporting process approved by committee in February 2022.
- 2.2 The scheme is a 5-year scheme and as such consideration of whether an alternative model for property improvement should be used would be premature at this stage. This will form part of the considerations in future annual reviews and at the end of the scheme.

3. Post Decision Implementation

- 3.1 The actions detailed in paragraph 1.7 will continue to be implemented.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 4.1 The Corporate Plan: Our plan for Barnet for 2023 - 2026, under the theme of 'Healthy, energy-efficient homes' states: "We must also work to improve the quality and energy efficiency of existing housing in the borough. We are investing in our own council housing, to improve fire safety and ensuring homes are healthy by tackling damp and mould, as well as renewing kitchens, bathrooms and windows. We are also seeking to lead the way in making our homes more energy efficient and fit for the future. We want to encourage others to do the same, including by requiring private sector landlords to demonstrate they meet minimum standards through our licensing schemes."
- 4.2 Under the theme of 'Homes for all', the Plan states: "London's housing crisis is felt most keenly by those who have no home at all, and Barnet, like all councils, faces major challenges to reduce the harms associated with this. We will continue to invest in preventing and reducing homelessness and take steps to end rough sleeping. We will focus on working in partnership to better understand the root causes of homelessness, prevent recurring homelessness, give appropriate advice and support to those in need, and make sure there is sufficient supply of accommodation."
- 4.3 The new Housing Strategy 2023-2028, Priority 4 is: To raise quality and standards in the private rented sector. Our ambition to deliver this is that: "We will make effective use of property licensing across the borough, seeking to extend it where it is identified to be the most appropriate way to improve living conditions for private tenants."

Corporate Performance / Outcome Measures

- 4.4 There are currently no specific measures relating to this proposal.

Sustainability

- 4.5 Improving the conditions in HMOs provides an opportunity to reduce energy use and carbon dioxide emissions through improving poor heating and inadequate insulation provision through reduction of Category 1 hazards.
- 4.6 Compliance with HMO licence conditions will support properties in meeting minimum energy efficiency standards.

Corporate Parenting

- 4.7 The licensing proposals could have a positive impact for care leavers as HMOs are potentially where these residents may end up being housed.

Risk Management

- 4.8 Once the scheme is stabilised, the work programme must continue to ensure that the scheme targets poor property management whilst using a lighter touch on the more compliant landlords.
- 4.9 The more legal action that is taken by the Council, the more exposed the local authority is in court and to appeals to First Tier Tribunal. No appeals have been received since October 2022. All legal action taken is in consultation with the council's Chief Legal Advisor.
- 4.10 Application numbers are not in line with the preset programme targets. Given the scheme administration issues this has not been a priority, although ongoing enforcement activities have secured additional applications. Under the new scheme an officer has been 100% dedicated to enforcement of non-licensed HMOs. Unfortunately, a significant amount of his time has been consumed by a small number of complex cases to date.
- 4.11 Recruiting permanent competent staff is likely to be an ongoing issue. Once a platform of competent staff is in position the intention is to train up further staff internally.
- 4.12 HMO Licensing is a cost neutral process i.e. licensing fees should cover administration of the scheme. In the current financial climate this is particularly critical. It is a fine balance obtaining applications and linked fees versus enforcement against non-compliant landlords. Finances are monitored monthly, and staffing levels will be adjusted accordingly where the team's costs are escalating above the Housing Regulatory Services Team income based upon ongoing estimates of numbers of licensable properties. However, as this is a 5-year scheme, income will not necessarily match expenditure year-on-year, with the majority of fee income expected in the earlier years of the scheme.
- 4.13 The council has already approved a further licensing scheme for selective licensing of other privately rented properties in Burnt Oak, Colindale North and Colindale South which is due to go live in 2024 and has recently consulted on another selective licensing scheme for a further ten wards. If this second scheme is approved by Cabinet, it will need to be confirmed by the Secretary of State. In considering whether to confirm the scheme, the Secretary of State will consider how successful the council has been in delivering their other licensing schemes, including mandatory and additional HMO licensing. This will include consideration of robust enforcement of the schemes and successful outcomes. Unless the issues identified in this report are successfully addressed, it would be less likely that the Secretary of State would deem it appropriate to confirm the proposed scheme, particularly considering its scale.

Insight

- 4.14 Data analysis is an essential ongoing requirement for the successful monitoring of the scheme and for making decisions on when it will be appropriate to commence the proposed two selective licensing schemes. A newly recruited data analyst will provide the necessary support required to enable effective monitoring.
- 4.15 As part of the Licensing Scheme administration and investigations, the team work closely with partners in particular CAFT, Planning and Trading Standards in relation to property conditions/usage, Community Safety, the Noise Team and the Police in relation to Anti

Social Behaviour issues and the LFB in relation to fire safety matters. This joined up working allows comprehensive intelligence and better use of data and resources to help meet the schemes objectives.

Social Value

- 4.16 Through the licensing of HMOs, the highest risk accommodation in the borough is improved to help protect the lives of vulnerable persons. The Private Sector Housing Team will continue to try and target the worst performing landlords.
- 4.17 All enforcement action is taken in line with the Council's Enforcement Policy which ensures that any action taken is transparent and proportionate in relation to the offence.
- 4.18 Without the licensing scheme some of the category 1 hazards and poor conditions identified, leading to the inclusion of major conditions in the licence or service of Emergency Prohibition Orders, and Suspended Prohibition Orders and Improvement Notices would have potentially gone unreported and resolved leaving tenants at risk.

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

- 5.1 **Finance and Value for Money** - The licence fees have been reviewed and will be reviewed again as part of the Council's annual fee review cycle after the introduction of online licensing to ensure that the income from the scheme covers scheme delivery costs.
- 5.2 **Procurement**- All procurement is undertaken in line with Barnet's standard procedures and processes.
- 5.3 **Staffing** – Implications as detailed in the body of the report. All recruitment will be completed in line with Barnet's standard procedures and processes.
- 5.4 **IT** - As detailed in the body of the report, online licensing is to be implemented imminently. All staff working on HMO Licensing use Idox Uniform data management system.
- 5.5 **Property**- All staff are hybrid workers. As such they are predominantly on site or working from home. The team are in the process of moving to a smaller location in the offices in Colindale.

6. Legal Implications and Constitution References

- 6.1 This report is for noting only by the Cabinet and is not a key decision.
- 6.2 The Barnet Council Constitution Part 2D – Terms of Reference and Delegation of Duties to the Cabinet – Paragraph 4 gives Cabinet the responsibility for all key decisions including
- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council;
 - Monitoring the implementation of the budget and financial strategy;
 - Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the Council's Policy Framework and implementing those approved by Council;
 - Approving policies that are not part of the policy framework;

- Management of the Council's Capital Programme

7. Consultation

- 7.1 There has been no specific consultation on the approach detailed in this report as it is an update report. Extensive consultation was undertaken prior to the introduction of the Additional HMO Licensing Scheme (see background papers).

8. Equalities and Diversity

- 8.1 An equalities impact assessment (EqIA) was undertaken on the proposals following the consultation (see background papers). Overall, the findings of the assessment were that large scale improvement to housing conditions and management standards of private rented properties would positively impact residents, landlords and tenants in the private sector, and particularly those who are most vulnerable.

9. Background Papers

- 9.1 Previous Decision – Housing and Growth Committee 14th June 2021 – resolved to consult on proposed additional and selective licensing schemes.
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CIId=696&MIId=10845>
- 9.2 Previous Decision – Housing and Growth Committee 17th February 2022 – resolved to approve the designation of a borough-wide additional licensing scheme and a selective licensing scheme in the new wards of Burnt Oak, Colindale North and Colindale South.
[\(Public Pack\)Agenda Document for Housing and Growth Committee, 17/02/2022 19:00 \(moderngov.co.uk\)](#)

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Additional Licensing performance against preset Objectives, and Targets

Introduction

It is intended that the introduction of additional licensing will:

- Improve private rented sector housing conditions
- Contribute to an improvement in the health outcomes of residents in the most deprived areas and highest risk properties by improving property conditions
- Seek to reduce deprivation and inequalities, in conjunction with other key council strategies (including the Barnet Plan, housing strategy, homelessness and rough sleeping strategy, local plan and community safety strategy)
- Help to tackle anti-social behaviour linked with the private rented sector alongside these other strategies

As such at the outset clear objectives and targets were approved by committee to ensure transparency in scheme delivery. It was also made clear that where we fall short, to set out the steps we will take to correct our path to the final outcomes at the end of the five-year schemes.

Besides monitoring, a critical element to achieving our objectives and targets, was to ensure that the scheme is adequately resourced, enabling us to do what we say we will and ultimately to ensure that the schemes are successful in protecting some of our most vulnerable residents.

The analysis of various available data sources for the full consultation business case estimated that the baseline number of HMOs expected to require either licensing for the first time or to re-licence, is 3,101. It is acknowledged based upon previous experience that there may be some natural change in the tenure of properties over time that may affect the profile from that at the time of the consultation.

This is the first formal review of these targets.

Targets

Target 1
<p>1. Monitor licensing compliance against the predicted number of licensable HMOs:</p> <p>a). To investigate all 3,101 properties identified as likely HMOs in the baseline and any further properties subsequently identified over the five-year period of the scheme.</p> <p>b). To ensure that at least 95% of identified licensable HMOs are licenced at the conclusion of the five-year scheme.</p> <p>c). To take appropriate enforcement action in accordance with the Regulatory Services Enforcement Policy in place at the time in at least 95% of cases, in relation to properties that have been formally identified as a licensable HMO and fail to apply for an additional licence within 6 months of first contact.</p>

Target 1 update (1/10/22-31/10/23)
<p>a). 796 applications have been received (334 mandatory and 462 additional). 36 applications have been withdrawn or cancelled (this may be due to application error, or change in circumstances), 244 are in the process of being issued and 324 have been issued. 192 are awaiting inspections to be booked. These are booked 1 month in advance. 43 Temporary Exemption Notices (TEN) (applied for as an alternative to obtaining a licence when the property is due to fall out of the licensing criteria in 3 months) have been served and 1 TENS refused. In total there are 992 licences on the HMO Register.</p> <p>b). To date a significant amount of the teams allocated enforcement resource has been taken up by a small number of the most complex cases. One case in particular has consumed the majority of 1 officers time for several months leading to an Injunction being obtained, in a first for Barnet, preventing access to the premises. This has provided much needed respite for neighbours, whilst the Council has also ensured that all residents have been provided with the rehousing support needed.</p> <p>c). As part of the Council's review of Regulatory Services, a revised enforcement policy has been drafted and adopted and a data sharing agreement agreed across all key enforcement partners in the Council to ensure that the legal sharing of data in line with GDPR is easier to enable more seamless enforcement action. 170 service requests are under investigation and 336 service requests have been investigated and closed many of which will have resulted in licensing applications. Three Emergency Prohibition Orders, 2 Suspended Improvement Notices and 2 Suspended Prohibition Orders have been served.</p>
Target 2
<p>2. Monitor and ensure compliance with licence conditions:</p> <p>a). To inspect 100% of HMOs prior to determining a licence application (subject to covid or other public health restrictions).</p> <p>b). To carry out compliance checks of 95% of licenced HMOs within 3 months of expiry of any major conditions.</p>
Target 2 update
<p>a). In the first 12 months of the scheme 100% of HMOs were inspected prior to determining a licence application. In addition, all licences that were issued under covid restrictions have now been inspected.</p> <p>b). Compliance checks have not been completed of 95% of licensed HMOs within 3 months of expiry of major conditions. 1,111 inspections of HMOs have been completed as part of the HMO Licensing process and conditions compliance reviews.</p>
Target 3
<p>3. Monitor improvement of property conditions and management standards in HMOs:</p> <p>a). Take appropriate enforcement action to reduce category 1 hazards as defined by the Housing Act 2004 by at least 95% through a combination of</p>

<p>informal and formal actions, in accordance with the Regulatory Services Enforcement Policy in place at the time.</p> <p>b). Take appropriate enforcement action to reduce overcrowding in at least 95% of HMOs identified as being overcrowded, through a combination of informal and formal actions in accordance with the Regulatory Services Enforcement Policy in place at the time.</p> <p>c). To ensure that at least 70% of major conditions are complied with as appropriate, following compliance checks, or through a combination of informal and formal actions in accordance with the Regulatory Services Enforcement Policy in place at the time.</p> <p>d). Improve the Energy Performance Certificate (EPC) rating of the building to an E or above in 70% of properties through a combination of informal and formal actions in accordance with the Regulatory Services Enforcement Policy in place at the time, including action under the Minimum Energy Efficiency Standards (MEES) by the end of the five-year period of the scheme.</p>

Target 3 update

<p>a). 55 category 1 hazards have been identified under the Housing Act 2004 and the appropriate action taken. 24 units in licensed HMOs have had category 1 hazards as defined by the Housing Act 2004 reduced.</p> <p>b). This aspect has been difficult to extract the relevant data from the Idox data management system. All rooms are measured as part of the HMO Licensing process and occupancy levels set. If these are being exceeded the landlord has 18 months to rectify the situation as part of the licence conditions unless extreme overcrowding is identified. Occupancy levels are monitored as part of the conditions compliance process.</p> <p>c). 66% of major conditions in mandatory HMOs have been complied with and 55% in additional HMOs. Compliance is currently higher in mandatory HMOs as the higher risk properties are prioritised for reinspection. Whilst this is behind the preset targets, performance has been gradually improving over the past two months now that the relevant officers are fully trained and familiar with Barnet's systems and processes.</p> <p>d). Standard conditions linked to loft insulation and heating are included in all licences issued. Any category 1 hazards identified linked to Excess Cold are followed up in line with the Enforcement Policy as appropriate.</p>
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Target 4

<p>4. Monitor and take action to reduce the incidence of ASB in licensed HMOs:</p> <p>a). To take appropriate action in relation to reported ASB incidents in licenced HMOs over the life of the scheme through a combination of informal and formal actions in accordance with the Regulatory Services Enforcement Policy in place at the time. This will include service requests received via the Public Health and Nuisance Team, Noise Service in Regulatory Services and Community Safety.</p> <p>b). ASB data to be reviewed on a quarterly basis and any licensed HMOs linked with repeated ASB incidents to be investigated in accordance with the Regulatory Services Enforcement Policy in place at the time.</p>
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Target 4 update

The HMO Licensing Team work closely with the Council's Community Safety Team, Noise Nuisance Team, Trading Standards Team, Planning Enforcement Team and The Barnet Group as appropriate. Where HMOs are identified as having ASB issues they are reviewed at Task and Finish Groups and the appropriate follow up action agreed by the partners. Community Safety attended a Private Sector Housing Team meeting to provide training to the team. Trading Standards are due to attend in the New Year.

Target 5

5. Improve the professionalism of landlords by providing appropriate support, information and training:
- a) Arrange 1 landlord event per annum and ensure they are appropriately promoted
 - b) Produce an annual newsletter for landlords, managing agents and letting agents
 - c) Provide ongoing support to landlords to assist them in understanding and complying with the property licensing schemes.
 - d) To promote membership of Atlas to landlords (the London Landlord Accreditation Scheme).

Target 5 update

- a) The first forum has been delayed until early 2024 due to a lack of availability of a suitably sized venue. We are also currently liaising with Atlas to host an accreditation training event for landlords in 2024
- b) The web pages were updated to be more informative, although an annual newsletter has not yet been created.
- c) Ongoing and extensive support is provided to landlords in relation to submission of applications, conditions compliance and advice in relation to property improvement/development. Often plans submitted are not up to the relevant standards. Where requested assisted licensing is provided for landlords at an additional fee.
- d) Where management issues are identified during the licensing or conditions inspection, licence holders are requested to complete accreditation training, with Atlas. If statutory notices are served the related charge is waived if accreditation training is completed. A 10% fee reduction is offered for applications for HMO Licences where the applicant is accredited. There are now 1,641 accredited landlords in the borough, up from 1,501 at the start of the scheme.

General Service Standards

1. Deal with phone calls immediately or, where this is not possible call you back within one working day or at an agreed time.
2. Acknowledge your letter/email within three working days and a full response within ten working days
3. Staff will carry identity badges at all times and produce them on request
4. All staff will be trained in relation to Diversity and Inclusion
5. Contact licence applicants within 15 working days where applications are incomplete
6. Respond within 10 working days of any representations submitted following the issuing of the Notice of Intention to issue a licence

7. Issue the licence within 5 working days of the expiry of the Notice of Intention to issue a licence where no comments are received
8. Licences will be issued or refused within 90 days of a complete application subject to full property access in a timely manner and payment of the second fee.

General Service standards update

On system review it has been found not to be possible to generate the data for points 1 and 2. Daily cover is provided for calls and email responses.

All permanent staff are trained in relation to Diversity and Inclusion as part of their induction training.

All staff carry photograph identification badges at all times.

Licences are not currently issued within 90 days of receipt of the application due to delays in recruitment due to the transfer of services from Capita to LBB causing a backlog.

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