

**Meeting**

**Cabinet**

**Date and time**

**Tuesday 16TH JANUARY, 2024**

**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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**Andrew Charlwood – Head of Governance**

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**Assurance Group**

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## Order of Business

Item No	Title of Report	Pages
	<b>Agenda Part 1 (Public)</b>	
1.	Minutes of the Previous Meeting	5 - 22
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.	Annual Review of Rents and Service Charges and Temporary Accommodation Rents for 2024/5	23 - 72
11.	Amendment to The Barnet Group Articles	73 - 100
12.	Barnet Community Participation Strategy. Year 1 Progress report	101 - 120
13.	Serious Violence Strategy 2024-27	121 - 220
14.	School Funding Report	To Follow
15.	Annual Procurement Forward Plan (APFP) 2024-25 update	221 - 230
16.	Approval and adoption of Barnet's Sustainable Drainage Strategy (SuDS) and long-term Highways SuDS programme	231 - 276

17.	Proposed Barnet Land Drainage Byelaws for Flood Risk Management	277 - 296
18.	Oak Hill Bowls Club - Lease Renewal	297 - 306
19.	Cabinet Forward Plan - Key Decision Schedule <a href="https://barnet.moderngov.co.uk/mgListPlans.aspx?RPId=1010&amp;RD=0">https://barnet.moderngov.co.uk/mgListPlans.aspx?RPId=1010&amp;RD=0</a>	
20.	Urgent Business (if any)	
21.	Motion to Exclude the Press and Public	
	<b>Agenda Part 2 (Exempt)</b>	

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## Decisions of the Cabinet

12 December 2023

Record of decisions taken at the above meeting

AGENDA ITEM 1

Members Present:-

Councillor Barry Rawlings (Chair)	Leader and Cabinet Member – Resources & Effective Council
Councillor Ross Houston	Deputy Leader and Cabinet Member – Homes & 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 Peter Zinkin

### 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.

Councillor Rawlings announced that item 21 has been withdrawn from the agenda and that a report will be brought to a future meeting of Cabinet following conclusion of a wider piece of work around the council's assets.

**It was RESOLVED that the minutes of the meeting held on 14 November 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 to the meeting.

Questions were raised in relation to agenda items 11, 13 and 19 which were responded to verbally at the meeting by Cabinet Members.

**5. PETITIONS (IF ANY)**

None.

**6. DEPUTATIONS (IF ANY)**

None.

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

None.

**8. MATTERS REFERRED TO THE EXECUTIVE (IF ANY)**

The referrals from Overview and Scrutiny Committee are set out below.

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

Members noted the three referral reports from the Overview & Scrutiny Committee on the following items:

- Business Planning 2024-2030 and In-Year Budget Management 2023/24
- Outturn Q1 and Mid-Year Treasury Management Strategy and Performance Update 2023-24
- Plot 1 Brent Cross Town Regeneration

The Chair noted the process for considering the three referral reports from the Overview & Scrutiny Committee on this agenda which will be considered together with the relevant Cabinet reports.

**10. REPORT OF OVERVIEW AND SCRUTINY COMMITTEE TO CABINET - RECOMMENDATIONS ON BUSINESS PLANNING 2024-2030 AND IN-YEAR BUDGET MANAGEMENT 2023/24**

Following introduction of the report, Councillor Barry Rawlings referred to the recommendations from the Overview & Scrutiny Committee on Business Planning 2024-2030 and In-Year Budget Management 2023/24 and noted the responses to the recommendations as set out below.

**DECISION:**

**RESOLVED** that Cabinet noted and considered the recommendations and comments from Overview & Scrutiny Committee and responded as follows:

<b>Recommendations and comments</b>	<b>Response</b>
1. Having considered the contents of Business Planning and Medium-Term Financial Strategy 2024-2030 Report	Considered by Cabinet as set out below.

<p>attached at Annex A (noting the remaining budget gap for 2024/25) had the following specific concerns and made the following recommendations for Cabinet to examine:</p>	
<p>2. Notes that any changes made in the Autumn Statement on 22 November 2023 that impact the MTFs may be incorporated into the paper presented to Cabinet on 12 December 2023.</p>	<p>All changes have been incorporated into the Cabinet report on this agenda for Business Planning 2024-2030 and In-Year Budget Management 2023/24.</p>
<p>3. Noting that the proposed budget relied on Community infrastructure Levy (CIL) to fund some revenue expenditure, noted that legal advice had been requested on the use of CIL as set out in the budget proposals.</p>	<p>Conversations are progressing with legal, and assurance will be provided ahead of the Cabinet meeting in February 2024.</p>
<p>4. The Committee, being concerned about the level of NHS debt to the Council, recommends that Cabinet carry out its best endeavours to retrieve these monies and report progress back to the Overview and Scrutiny Committee.</p>	<p>A project management approach is being taken to interactions with health, which includes debt but also wider discussions on income expectations. Scoping of the challenge has been carried out and the work will focus on three areas – Historic Debt Review, Invoicing Processes, Processes for Agreeing Funding.</p> <p>Officers have supplied the North Central London Integrated Care Board (ICB) with the relevant information and evidence about the debt, and the issue of the outstanding debt will be escalated to the NCL ICB chief executive for urgent attention.</p> <p>There is also work that has been kicked off at a subregional level to get visibility of levels of funding across the subregion.</p> <p>The S151 officer is working on this issue with the four other north central London councils, to which the ICB is also a debtor.</p> <p>A dedicated project is being established as part of the council wide transformation programme to create improvement in the longer term on ICB debt to the council.</p>
<p>5. That Cabinet considers writing to the three local Members of Parliament to ask them to lobby the Secretary of State for Health to pay outstanding debts to the Council.</p>	<p>This will be addressed as part of the debt project set out above.</p>
<p>6. The Committee, having sought clarification on the saving of £500,000 on adults with mental health needs, is concerned that Cabinet may need</p>	<p>This is part of continuing work to look at increasing independence and, if appropriate, for people to be supported with less intensive forms of support for their</p>

<p>assurance on these savings proposals given the level of need within this area.</p>	<p>eligible social care needs.  This is done through intensive work by the social care practitioner with the person drawing on care &amp; support.  This programme has been in operation for a number of years and it has consistently supported individuals to achieve greater independence and deliver planned savings.  Note: the savings relate to social care needs. They do not alter any NHS mental health or general health services being provided to the individual.</p>
<p>7. The Committee further noting the expenditure within the budget that assumes funding coming in from the NHS, including £1 million in Continuing Health Care and £10 million in outstanding debt, recommends that Cabinet:</p> <ol style="list-style-type: none"> <li>a. Explore the fiscal relationship with the NHS as far as is practically possible.</li> <li>b. Consider the reality of transfer of funds from NHS and evaluate the likelihood of this money being received and the impact should the funding not materialise,</li> <li>c. Look at it in the aggregate (money coming from the NHS and money going to the NHS) to decide if it is feasible.</li> </ol>	<ol style="list-style-type: none"> <li>a. This is being done as part of the project referred to under Recommendation 4.</li> <li>b. This is also being done as part of the project referred to under Recommendation 4. In reference to the CHC – Continuing healthcare – this is a national entitlement for those residents whose needs meet the criteria. CHC is free at the point of delivery like other NHS services. The council has invested in training and support for social workers to enable them to refer and support residents with appropriate needs through the process so they can secure the support through the NHS that they are entitled to. In 2023-24, the council has secured an additional £1.1M of CHC funding for residents and the plans for 204-25 have been carefully developed.</li> <li>c. The Executive Director of Resources &amp; Strategy, and the Executive Directors for Adults and Children Services will examine this and report back.</li> </ol>
<p>8. The Committee having expressed concern about ‘Adults 27’, given that it is the largest saving and will require £3 million savings per year, recommend that more detail be provided about how this saving will be achieved, and request that Cabinet reconsider the saving to determine</p>	<p>The saving is about developing a long-term transformation programme which focuses on reducing admissions to acute hospital and reducing levels of hospital discharge, transforming our approach to our front door, our preventative offer, what we can do with the VCSF, what we can do with</p>

<p>if it is achievable to save these significant sums of money within the time frame.</p>	<p>housing on developing lower cost provision for younger adults, how we commission more cost effective services from providers, and pushing the digital agenda further and more. It is a big saving and will require some investment to deliver.</p> <p>The saving is proposed from 2026-30 – so this is long-term budget and service planning.</p> <p>A lot of work has already gone into identifying how the saving can be delivered and detailed planning for delivery is taking place.</p> <p>It involves cross council work on customer access, customer journeys and maximising digital solutions will support the scoping of new opportunities to reduce demand pressures on adult social care by supporting people to remain well and to live independently in the community for longer.</p> <p>This has been informed by the work of Triple Value Impact who have been working with the council on digital and technology approaches that have a positive financial impact on council expenditure.</p> <p>This work is longer term in its impact and is being progressed by the corporate transformation programme. It will involve using technology to seek to identify people who may develop care &amp; support needs and intervene early so that those needs are prevented from developing. It will involve greater use of tech &amp; remote monitoring in existing home care packages, so that people stay more independent and stay safe in their own homes, and, as a result, care hours can be reduced or avoided.</p> <p>Updated on this will be brought to Cabinet in due course.</p>
<p>9. The Committee, noting that Barnet has one the highest hospital discharge rates in London and the associated costs, recommend that Cabinet Member for Adults &amp; Health jointly with the Chair of the Adults &amp; Health Overview and Scrutiny Committee Sub-Committee write and call on the Government and North Central</p>	<p>This is being co-ordinated.</p>

London Integrated Care Board to provide extra funding for people as they are discharged from hospital and need additional support to return home and main independence.	
10. That Cabinet give further consideration when savings are moved from the revenue to the capital budget to ensure this is an appropriate action to undertake (capitalisation of spending which could include borrowing).	This is undertaken as part of discussions with the capital team and auditors.
11. The Committee supports the use of new technology which may enable more citizens to be more independent and thereby not need intervention so ultimately produce savings be explored.	We are grateful for this support by the O&S Committee. A number of the savings proposals are predicated on this – including Adults 27 as stated already.
12. The Committee noted that there was a new model under SSR7 (New operating model aligned to newly defined priorities in the Community Safety team) and questioned how savings would be achieved.	After 18 months of operating the new team model and delivering the new priorities, we feel that we are in a good place to be able to review things to ensure effective, efficient and best use of our resources. We will be reviewing staff workloads and types of cases, to ensure the team is best placed to deliver the ongoing priorities, which will still include, hubs, ward walks, visible presence as well as dealing with ASB and Environmental Crime. The exact operating model is not yet finalised and will be subject to HR, Union and Staff consultation before it is implemented.

## 11. BUSINESS PLANNING 2024-2030 AND IN-YEAR BUDGET MANAGEMENT 2023/24

Councillor Barry Rawlings Leader of the Council and Cabinet Member for Resources & Effective Council introduced the report.

Cabinet Members spoke about the budget proposals relating to their portfolio areas. Members agreed an additional recommendation (nr 23) on pay inflation virement as set out in the addendum to the report.

Following discussion, the Chair moved to vote on the recommendations, including the additional recommendation number 23 as set out in the report and addendum.

### DECISION:

**RESOLVED that Cabinet:**

**In respect of business planning for 2024-30:**

1. Noted the issues facing local government finance nationally and across London as set out in 2.1- 2.15.
2. Noted the key headlines from the Autumn Statement on 22 November 2023 as set out in 2.16-2.21.
3. Noted the updated MTFs attached as Appendix A and the underlying assumptions as set out in Section 3.
4. Noted 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. Noted 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. Delegated 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. Noted the actions being taken to address the 23/24 forecast overspend of £26m as outlined in paragraph 3.9-3.10.
8. Noted the plans to address the remaining budget gap for 2024/25 as detailed in 3.18-3.20.
9. Agreed 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. Approved 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. Noted the council's reserves position as detailed in paragraphs 3.22-3.24.
12. Considered 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. Noted 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. Noted the actions the council are taking towards meeting its sustainability goals as set out in Section 5 and Appendix D; and
15. Noted 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:

**Regarding consultation on budget and council tax proposals:**

16. Agreed 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. Agreed 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. Approved 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:**

**In respect of routine financial matters for 2023/24:**

19. **Noted the contingency budget and allocations from it in section 7.1-7.4.**
20. **Noted the revenue budget virements for 2023/24 as detailed in sections 7.5-7.6.**
21. **Approved the debt writes-offs for Business Rates (NDR), 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. **Approved the changes to the existing Capital Programme in relation to additions as set out in section 8 in accordance with the virement rules.**

**Additional Recommendation:**

23. **That Cabinet approved the virements set out in the addendum noting that the pay inflation budgets being allocated to services are contained within the contingency budget set out in 7.4 of the Business Planning 2024- 2030 and In-Year Budget Management 2023/24 report being presented to this Cabinet.**

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

**12. REPORT OF OVERVIEW & SCRUTINY COMMITTEE TO CABINET - OUTTURN, QUARTER 1 AND MID-YEAR TREASURY MANAGEMENT STRATEGY AND PERFORMANCE UPDATE 2023-24**

Following introduction of the report, Councillor Barry Rawlings referred to the recommendations from the Overview & Scrutiny Committee on Outturn, Quarter 1 and Mid-year Treasury Management Strategy and Performance Update 2023-24 and noted the responses to the recommendations as set out below.

**DECISION:**

**RESOLVED** that Cabinet noted and considered the recommendations and comments from Overview & Scrutiny Committee and responded as follows:



Recommendations and comments	Response
1. 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 2023-24 and capital expenditure requiring prudential borrowing, the Committee agreed to refer this matter to the Cabinet with a request for reassurance that Cabinet was satisfied that this proposal was prudent prior to referring the proposal to Council for approval on 30 January 2024.	Considered by Cabinet and agreed to refer the proposal to Council.
2. The Committee to recommend to Cabinet that largest major capital programme schemes should have their business cases refreshed/reviewed considering the current economic situation.	Projects are being identified for review, and updates will be provided as part of quarterly monitoring reports.
3. The Committee to recommend to Cabinet that officers provide the information on the Council's Borrowing strategy, so as to understand in the circumstances in which the Council could borrow external funds prior to referring the proposal to Council for approval on 30 January 2024.	Cabinet has been provided with the Borrowing Strategy which is attached to the Cabinet report as an addendum.

**13. OUTTURN, QUARTER 1 AND MID-YEAR TREASURY MANAGEMENT STRATEGY AND PERFORMANCE UPDATE 2023-24**

Councillor Barry Rawlings Leader of the Council and Cabinet Member for Resources & Effective Council introduced the report.

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

**DECISION:**

**RESOLVED that Cabinet:**

1. **Noted the report, the treasury activity and performance updates against the Prudential Indicators**
2. **Made 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.**

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

**14. REPORT OF OVERVIEW & SCRUTINY COMMITTEE TO CABINET - RECOMMENDATIONS ON PLOT 1 BRENT CROSS TOWN REGENERATION**

Members considered the associated exempt information during exempt session as set out below under items 26 and 27 and commenced the public part session for items 14 and 15.

Following introduction of the report, Councillor Barry Rawlings referred to the recommendations from the Overview & Scrutiny Committee on the Plot 1 Brent Cross Town Regeneration report and noted the responses to the recommendations as set out below.

**DECISION:**

**RESOLVED** that Cabinet noted and considered the recommendations and comments from Overview & Scrutiny Committee and responded as follows:

Recommendations and comments	Response
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1. The Overview and Scrutiny Committee (Committee) endorses the Council welcoming Sheffield Hallam University to Brent Cross Town and welcomes the opportunities it will bring for local people and benefits to the Borough as a whole.	Endorsement of the Overview & Scrutiny Committee is much appreciated.
2. The Committee supports the principle of the Council intervening to provide funding support for delivery of Plot 1 through the provision of interim project finance.	The Overview & Scrutiny Committee's comments as set out in the minutes of their respective meeting are noted and welcomed.
3. The Committee recognises that the proposal should be considered in light of the new Subsidy Control Act 2022.	Noted and a full subsidy control assessment and Competition & Markets Authority referral (as appropriate) is expected to be undertaken once Cabinet makes its in-principle decision.
4. In light of recommendation 3, the Committee recommends that Cabinet pay particular attention to the commercial structure, and in particular whether our risks are well aligned with those of commercial partners.	Discussions with other parties are ongoing and Members will receive an update. Cabinet discussed the options for responding to Overview & Scrutiny Committee. Consideration and discussions continue, with particular focus on alignment of the parties' interests while mitigating risk to the Council.
5. The Committee recognises that officers have identified and put in place measures to manage the risks associated with the proposed investment, but also note that such an investment can never be wholly risk free; and highlight that it is important that if issues do materialise we work closely with partners to address them in a way that best protects the interests of the Council, the joint venture with Related Argent, and the delivery of Brent Cross Town.	Noted.
6. The Committee recommends that Cabinet pays particular attention to due diligence on the financial position of Sheffield Hallam University especially in relation to any reliance on international students for the scheme to be viable and impact of any immigration changes to their financial position.	Due diligence on the financial position of Sheffield Hallam has indicated the covenant is sufficiently strong. With only 14% of its student population being from overseas SHU is not overly susceptible to immigration or foreign student policy changes.
7. In light of the above, the Committee recommends that Cabinet may wish to consider whether to explore any appropriate adjustments to the proposed financial structure.	The proposed financial structure and detailed loan arrangements remain under active consideration (as per points 4 & 5 also) and Members received an update.

## 15. PLOT 1 BRENT CROSS TOWN REGENERATION

Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes & Regeneration introduced the report.

Following discussion, Members agreed to include an additional recommendation (number. 6) to read: *delegate to the Chief Executive authority to refer the investment to the Competition and Markets Authority in accordance with the Subsidy Control Act 2022 as required.*

The Chair moved to vote on the recommendations as set out in the report, including the recommendation nr 6.

**DECISION:**

**RESOLVED that Cabinet:**

1. Confirmed the Cabinets support for bringing Sheffield Hallam University to Plot 1 at Brent Cross Town, as a key contributor to the area's regeneration and future growth.
2. Noted the due diligence undertaken to date, including accountancy, subsidy control and legal advice, and the proposals in relation to additional due diligence, as set out in the exempt appendix D & E.
3. Recommended to council the approval of £100m of development funding for Plot 1 for a period of 3-5 years on the terms set out in the exempt appendix subject to the further due diligence noted above and addition to the capital programme and treasury management amendments.
4. Subject to the further approvals set out in recommendations 2 and 3 above, delegated authority to the Chief Executive, in consultation with the Leader of the Council, to finalise all further due-diligence and agree the terms and legal documentation required to give effect to this proposal and enter into the loan agreement.
5. Delegated to the Chief Executive, in consultation with the Leader of the Council, approval of a Phase Proposal and agreement of related documentation, which enables Plot 1 to be drawn down pursuant to the provisions and procedures set out in the Brent Cross South Project Agreement between the Council and Related Argent, as explained in paragraphs 1.57-1.64.
6. Delegated to the Chief Executive authority to refer the investment to the Competition and Markets Authority in accordance with the Subsidy Control Act 2022 as required.

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

**16. EQUALITIES ANNUAL REPORT 2023**

Councillor Zahra Beg, Cabinet Member for Equalities, Voluntary and Community Sector introduced the report. Members welcomed the report and commended the work being delivered.

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

**DECISION:**

**RESOLVED:**

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

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

## **17. PLACEMENT SUFFICIENCY STRATEGY**

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:**

- 1. That Cabinet noted the report and approved the publication and implementation of the Placement Sufficiency Strategy (2023-2027)**

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

## **18. BOROUGH OF SANCTUARY STRATEGY**

Councillor Zahra Beg, Cabinet Member for Equalities, Voluntary and Community Sector introduced the report.

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

**DECISION:**

**RESOLVED:**

- 1. That Cabinet approved the Borough of Sanctuary Strategy.**
- 2. That Cabinet approved that work continue to develop a Borough of Sanctuary application for submission in the upcoming year.**

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

## **19. ANNUAL PROCUREMENT FORWARD PLAN (APFP) 2024-25**

Councillor Barry Rawlings Leader of the Council and Cabinet Member for Resources & Effective Council introduced the report.

Following discussion, Members agreed to amend the recommendations to enable procurement lines 68 (Energy database) and 69 (Electric Power Purchase Contract) in the Appendix 1 (APFP 2024-25) to be reported to the next Cabinet meeting for further consideration.

The Chair moved to vote on the recommendations as amended.

**DECISION:**

**RESOLVED:**

1. That Cabinet approved the Annual Procurement Forward Plan (APFP) to enable commencement of procurement activity for 2024/25 – 2026/27 (as identified in Appendix 1) and for procurement lines 68 and 69 in Appendix 1 to be reported back to the next Cabinet meeting for further consideration.
2. That Cabinet noted 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.

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

**20. INTEGRATED COMMUNITY EQUIPMENT - DIRECT AWARD SERVICE PROVISION TO THE LONDON CONSORTIUM VIA A WAIVER OF THE CONTRACT PROCEDURE RULES**

Councillor Paul Edwards, Cabinet Member for Adult Social Care introduced the report.

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

**DECISION:**

**RESOLVED that Cabinet:**

1. Noted 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.

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

**21. BURNT OAK RESIDENTIAL AND RETAIL FREEHOLD SALES**

As announced at the start of the meeting, Councillor Rawlings noted that the item was withdrawn from the agenda and that a report will be brought to a future meeting of Cabinet following conclusion of a wider piece of work around the council's assets.

**22. SELECTIVE LICENSING PHASE 2 CONSULTATION FEEDBACK**

Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes & Regeneration introduced the report.

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

**DECISION:**

**RESOLVED that Cabinet:**

- 1. Approved:**
  - 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. Approved 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. Agreed 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. Delegated 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. Approved, 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.**

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

**23. APPENDIX 1 - ADDITIONAL LICENSING PERFORMANCE AGAINST PRESET OBJECTIVES, AND TARGETS**

Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes & Regeneration introduced the report.

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

**DECISION:**

**RESOLVED that Cabinet:**

- 1. Noted the findings of the Additional Licensing Scheme 2022-2027 - Year One Review.**
  
- 2. Noted the strategy for addressing the challenges identified to date.**

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

**24. CABINET FORWARD PLAN - KEY DECISION SCHEDULE**

**Cabinet noted the Forward Plan – Key Decision Schedule.**

**25. URGENT BUSINESS (IF ANY)**

None.

**26. MOTION TO EXCLUDE THE PRESS AND PUBLIC**

The Chair moved a motion which was agreed to exclude the press and public on the basis that the exempt items will involve discussion of confidential information.

The public gallery was cleared. The meeting was adjourned for 10 minutes at 9.10pm and resumed at 9.20pm.

**27. PLOT 1 BRENT CROSS TOWN REGENERATION (EXEMPT)**

Cabinet noted the exempt information.

The meeting finished at 9.30 pm



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](#)).

<b>Date of Publication:</b>	13 December 2023
<b>Last Date for Call-In:</b>	20 December 2023, 5PM (Please note that Call-in may not apply to all decisions).
<b>Date decision can be implemented if not called in:</b>	21 December 2023
<b>Contact:</b>	Head of Governance: <a href="mailto:Andrew.Charlwood@barnet.gov.uk">Andrew.Charlwood@barnet.gov.uk</a>

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**Cabinet**

<b>Title</b>	Annual Review of Rents and Service Charges and Temporary Accommodation Rents for 2024/5
<b>Date of meeting</b>	16 <sup>th</sup> January 2024
<b>Report of</b>	Councillor Ross Houston – Deputy Leader and Cabinet Member for Homes and Regeneration
<b>Wards</b>	All
<b>Status</b>	Public
<b>Key</b>	Key
<b>Urgent</b>	No
<b>Appendices</b>	Appendix – Equalities Impact Assessment
<b>Lead Officer</b>	Cath Shaw, Deputy Chief Executive, cath.shaw@barnet.gpv.uk
<b>Officer Contact Details</b>	Tim Mulvenna, Chief Executive, Barnet Homes Group. <a href="mailto:Tim.mulvenna@barnethomes.org">Tim.mulvenna@barnethomes.org</a>

**Summary**

This report outlines the current rules governing rent setting for social rented homes as well as the separate rules that apply to Temporary Accommodation and provides background information supporting the recommendations that are set out below.

**Recommendations**

1. That Cabinet approve a rent increase of 7.7% for all social rented homes. (Para 1.7)
2. That Cabinet also approve a rent increase of 7.7% for all Affordable rented homes. (Para 1.9)
3. That Cabinet approve an increase to all service charges, except heating and hot water, by 7.7%. (Para 1.11)
4. That Cabinet approve an average increase of £8.22 for heating and hot water charges. (Para 1.12)
5. That Cabinet approve an increase in temporary accommodation rents to LHA limits (Para 1.16)

## 1. Reasons for the Recommendations

### Introduction

- 1.1 Almost all tenancies have a clause providing a mechanism for the annual increase in the rent that is charged. This allows landlords the opportunity to balance income and expected expenditure and consider appropriate adjustments to the rent that will be charged in the following year. Our rents are increased in line with the requirements of the Housing Act 1985 and the Housing Act 1988.
- 1.2 Rents make up 84% of all annual income received into the Housing Revenue Account (HRA) and must pay for the core housing services delivered by Barnet Homes as well as ongoing debt repayment and other charges. Ensuring that rental income matches financial and service commitments is therefore an overriding priority. Between 2016-2020 central government applied a version of austerity to the finances of social landlords by reducing their rents by 1% each year for four years (the 'social rent reduction'). The impact of this on homes owned by LBB is estimated to be a reduction of £6.1m in income per annum. Consequently, rental income has not matched the demands of maintaining existing housing services.
- 1.3 It is a feature of the CPI +1% rent increase regime that should a social landlord decide to levy anything less than the maximum allowed, any subsequent increase rises from a lower base. It is therefore not possible to recoup the foregone income within the current regime.
- 1.4 To aid clarity this report deals with social housing rents first and then goes on to address the different arrangements in place for Temporary Accommodation (TA).

### Social Housing Rents

- 1.5 Our rents are set in line with government determined rules introduced in April 2020 after a period of enforced decreases (from 2016-2020). The post 2020 policy allows social /affordable landlords to increase rents by CPI (using the September inflation figure) +1%. This broadly returned the rent regime to the pre 2016 arrangements and was given a five-year life by government. We understand that the post 2025 arrangements are currently being developed.
- 1.6 Despite having presented the 2020 regime as providing landlords and their funders with a stable policy environment, in late 2022 government departed from the CPI + 1% formula and capped increases at 7% for 2023/4. This was in response to rising inflation, and a significant squeeze on family budgets and was announced as a one-year measure. However, there has been a great deal of uncertainty as to whether the cap might be extended into 2024/25 if inflation remained high. Government finally confirmed in late November that their "policy is for rents to be permitted to increase by up to CPI+1% in 2024-25. As in previous years, the policy uses September's CPI rate."
- 1.7 It is proposed that from 1 April 2024 the council increases housing rents by the maximum permitted amount of 7.7% (September 2023 CPI of 6.7% +1%) for existing tenants. All new tenancies will be let at target rent, which can continue to be set at CPI+1%; this is recommended for new tenancies, which are subject to affordability assessments prior to letting.

The table below shows examples of how the weekly average and formula rents social would change in 2024/5

Table 1 Average rent charged for Social rented homes: 2023/24 and 2024/25 comparison.

<b>Rent Charged</b>	<b>2023/24</b>	<b>2024/25 increase applied</b>
Average current rent (for existing tenants) <sup>1</sup> ,	£122.03	£131.43
Average formula rent (for new tenant on re-let) <sup>1</sup> ,	£138.02	£148.65

1.9 Most social housing homes within the Housing Revenue Account (HRA) are charged at a social rent. However, a small number (305) of newly developed properties are charged an Affordable Rent. Government rent rules limits the rent that can be charged for these homes to 80% of the equivalent market rent, inclusive of service charges. New homes delivered on the council’s land will be subject to rents set at 50% of average private sector market rent levels or lower in accordance with the Administration’s commitment to providing more low-cost rented social housing (or, where the council could not afford to build new homes if rents were limited to 50%, will be subject to rent or the Local Housing Allowance (LHA), whichever is lower as per the previous year), or they will be set at an alternative rent level such as London Affordable Rent if Greater London Authority (GLA) grant conditions dictate this. This ensures these properties generate sufficient revenue to offset their ongoing associated costs without a wider impact on the HRA. It is proposed that for existing households, the council increase Affordable Rents by 7.7% from 1 April 2024. The table below shows examples of how weekly average Affordable Rents would change in 2024/25 upon the application of the 7.7% increases set at Affordable Rent levels of 65% of average private sector market rent levels.

Table 2 Average rent Charged for Affordable rented homes: 2023/24 comparison.

<b>Rent Charged</b>	<b>2023/24</b>	<b>2024/25 with 7.7% increase applied</b>
Average Affordable Rent <sup>1</sup>	£224.36	£241.64

## Service Charges

1.10 Where a tenant is provided with a specific property or block related service, we apply a service charge. This includes services such as lifts, grounds maintenance, door entry systems or caretaking. We apply service charges to over 3400 homes, which are a mix of tenants and leaseholders.

1.11 We have reviewed the costs of each service, some of which have experienced significant inflationary increases over the last 12 months. Building cost inflation in particular remains high. However, we propose that with the exception of increases to heating and hot water charges, we limit all increases to 7.7% for 2024/25.

1.12 Heating and hot water charges have presented particular difficulties in recent years due to the

<sup>1</sup> All charges in this table are shown on a 52-weeks basis and show an average of the rents charged across the stock. Note that Barnet charges on a 48-week basis with 4 rent-free weeks; the increase as illustrated has been calculated by 52 weeks in line with the Rent Standard..

sizeable mismatch between income and expenditure. This is a result of the commercial price mechanism not having an effective cap to limit charges and has led to the heating and hot water account effectively being subsidised by the HRA. Unless we pass the full charge on to residents, we estimate a heating and hot water deficit for 2024/25 of £504,000. We are therefore proposing to increase heating and hot water charges by an average of £8.22 per week.

1.13 Details of the various unable to the charge set out on Table 3 below. Table 3 Proposed Services charges: 2023/24 comparison:

Service	2023/24	2024/25
Eligible for Housing Benefit / UC		
Caretaking (quarterly)	£1.59	£1.71
Caretaking (weekly)	£7.07	£7.61
Digital TV	£1.83	£1.97
Door entry systems	£ 2.79	£3.00
Sheltered housing enhanced management	£26.09	£28.09
Fire Safety equipment	1 bed £4.77 2 bed £5.60 3 + bed £6.82	£5.14 £6.03 £7.34
Grounds Maintenance	£3.49	£3.76
Lighting	£3.04	£3.27
Not Eligible for Housing Benefit / UC		
Alarm Services (sheltered housing)	£3.54	
Garage Rents	7.7% to existing rent	7.7% increase to existing rent
Heating & Hot water (Grahame Park)	1 bed £33.81 2 bed £46.84 3 bed + £50.59	£42.03 £55.06 £58.81
Heating & Hot Water (excluding Grahame Park)	£39.49	£47.71

1.14 **Temporary Accommodation rents.**

1.15 At the end of November 2023 there were over 2000 households living in temporary accommodation (TA). 696 of these are council owned temporary homes. Following adoption of last year's rent increase recommendations, the rent on these homes is now set at the full LHA rate. While this meant an increase for approximately 45% of households in temporary accommodation last year, the majority saw no increase because LHA rates were frozen in 2020. We estimate that the freezing of LHA in 2020 has meant that the current value of the LHA is £1.2m less for our TA stock than it would have been had uprating continued on an annual basis

as was the case before 2016.

- 1.16 The Chancellors Autumn Statement announced that LHA rates would be increased in March 2024 to the “30<sup>th</sup> percentile of local market rents”. However, this increase is like March 2020, a one-off. It will be frozen at this rate for the foreseeable future.

The new LHA rates will not be known until early 2024. However, we estimate that the increase described above is equivalent to a 5% increase in rent. Given that most tenants did not have an increase last year and that we are facing cost increases way more than 5% (it is above 12% in repair and maintenance alone), we are proposing to increase all TA rents to the maximum applicable LHA rate. Table 4 below illustrates the impact of the recommendation on average TA rents.

Table 4. Impact of the average proposed TA rent increase.

Rent	2023/24	2024/25
Average TA rent	£322.14	£338.25

### **Mitigating the impact of the proposed increases**

- 1.17 At the end of November 2023, a little over 70% of general needs tenants were in receipt of Housing Benefit (HB). Information regarding receipt of (the housing element) of Universal Credit (UC) is less definitive since many tenants receive this benefit themselves. However, we do know that almost 35% of tenants receive UC and it is fair to assume that a high proportion of this is for eligible housing costs. These residents will largely be protected from the impact of the 7.7% increase to rents as well as the increase to eligible services charges.

Over 86% of tenants living in temporary accommodation are in receipt of HB and so we anticipate that these tenants will be protected from the increase of rents to the relevant LHA limit.

Those tenants who we believe are not in receipt of either HB or UC will be contacted directly with advice and information (see section 3 below). In addition, the council is providing a range of services that tenants facing financial pressure can access. This includes:

- A benefit calculator embedded on the Council website tailored to helping residents identify missed entitlements and maximise income.
- Discretionary Housing Payments for residents in receipt of Housing Benefit or Universal Credit and struggling with meeting their housing costs.
- Council Tax Discretionary Relief and Support schemes for residents who need help to meet their Council Tax liability.
- Barnet Resident Support Fund, which can provide support with furnishings, electrical and gas items, and basic living needs including utilities and food.
- Household Support Fund, a government grant allocated by Council to BOOST, Age UK Barnet and Early Years Service which helps struggling to meet food and energy bills.
- Homelessness Prevention Grant to be spent on preventing private tenants from becoming homeless.
- Continuation of Warm Spaces scheme, a community-led initiative created to help people who are struggling to keep warm.
- Signposting to food banks for those in crisis.

- Signposting to support services and charities that can give advice and support on work, debt, benefits, immigration, housing, and training.
- Free 12-month fibre broadband offer in partnership with Community Fibre.
- Free SIM cards for residents on low incomes through Good Things Foundation.
- Help to obtain free or low-cost laptops through IT recycling partner 2second Chance CIC.
- Signposting to government schemes including the Energy Bills Support Scheme, Winter Fuel Payments, information about social tariffs from water companies and phone and broadband providers, and Cost of Living Payments.

1.18 Some households who are in Temporary Accommodation may be subject to the benefit cap, lifting the TA rents in line with the LHA may require them to make additional payments to maintain their tenancy. We do not hold data on how many households this may affect but given the profile of the properties let through TA it will be a small number, to whom tailored support will be provided.

1.19 Increasing rent in line with LHA does not necessarily benefit the General Fund, this is because the subsidy received from Government is capped, for this financial year we are predicting a funding gap of over £3m which is the difference between our TA HB expenditure and DWP Subsidy. That figure will increase with increases in rents as the LHA rate used for TA and HB subsidy reclaim is set at the 2011 LHA rate and in general terms capped at 90% of that, however the overall impact of this is cost neutral as the increased rent will offset the subsidy gap. Setting rents at LHA ensures that there is no difference between TA rents and LHA rents in the private sector (PRS), if there was then it could make staying in TA a more attractive option than moving on to the PRS.

## **2. Alternative Options Considered and Not Recommended**

2.1 The Council has the discretion to apply an increase below 7.7% to applicable homes. Similarly, it can levy charges for services below the cost of delivery. The value of the 7.7% increase is equivalent to £3.924m. The implications of a decision to apply a lower or no rent increase upon the Councils revenues and the provision of housing services would be such that alternative options do not present themselves. The same reasoning applies to increasing charges for services.

2.2 A decision not to levy the full LHA increase for TA homes would put significant pressure upon the TA I&E account and limit our ability to provide services.

## **3. Post Decision Implementation**

3.1 Whatever decision is made we must advise tenants of the rent increases by the end of February to ensure that we meet legal requirements. Accompanying the legal increase notices, we will be issuing a plain English version with references to online translation of these documents. In addition, we will issue a Q&A document (again with online translations) to address the key questions that we anticipate residents will raise.

3.2 The Q&A will include information dealing with benefits that residents can apply for as well as other tips to increase household incomes. This information will be complemented with an outreach campaign to assist residents who we not in receipt of personal housing subsidies along with others who we believe require assistance. All increases will be notified to benefit authorities so that benefits are adjusted in line with relevant increases.



3.3

## 4. Corporate Priorities, Performance and Other Considerations

### Corporate Plan

- 4.1 Adoption of the recommendations will enable the Council to progress toward its stated objective of *increasing the supply of social rented homes in the borough* by improving the capacity of the HRA. Unless HRA capacity is increased this objective will be effectively shelved.

Further, an increase of TA rents to the limit of the applicable LHA will improve the HRA and address the corporate objective of ensuring *nobody is sleeping rough*.

### Corporate Performance / Outcome Measures

None in the context of this report.

### Social Value

None in the context of this report

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

- 5.1 Barnet Homes will administer the rents and service charges for council tenants and the rents for tenants living in temporary accommodation.
- 5.2 Income raised from the service charges will be used to recover the costs of providing the services within the HRA. Income from dwelling rents is a key driver of the total income available to the HRA, making 84% of the budgeted income for 2024/5.
- 5.3 Income from temporary accommodation rents will help to secure the delivery of temporary accommodation and homelessness services through the General Fund.

## 6. Legal Implications and Constitution References

- 6.1 The council's ability to increase rents is set out in sections 24, 103, and 105 of the Housing Act 1985, and section 13 of the Housing Act 1988.
- 6.2 The Local Government and Housing Act 1989 requires the council to prevent a debit balance within the Housing Revenue Account, and to act reasonably in making assumptions and estimates and to act prudently.
- 6.3 Section 18 of the Landlord and Tenant Act 1985 sets out the basic ground rules for service charges, defining what is considered a service charge, these are defined as 'an amount payable by a tenant of a dwelling as part of or in addition to the rent which is payable, directly or indirectly, for services, repairs, maintenance, improvements or insurance or the landlord's costs of management; and the whole or part of which varies or may vary according to the relevant costs'.

Part 2D of the council's Constitution, paragraph 4.8 states that approval of HRA rents is a key decision reserved to Cabinet.

The council's Constitution (Part 4A – Financial Regulations) also states:

- 2.5.5 – Changes to annual tenant rents and service charges for the HRA and GF must be referred to Council before tenants and leaseholders are issued with formal notices and

bills ahead of the upcoming financial year.

2.5.6 - The budget recommended by Cabinet or other committees + to Full Council will incorporate the latest projection of income from fees and charges. Full Council will approve all fees and charges.

## **7. Consultation**

7.1 There has not been any specific consultation on the issues arising in this report as consultation is not required under The Direction on the Rent Standard 2023 set by the Secretary of State in line with section 197(a) of the Housing and Regeneration Act 2008.

## **8. Equalities and Diversity**

8.1 The Equality Act 2010, Section 149 outlines the provisions of the Public Sector Equality Duty which requires Public Bodies to have due regard to the need to:

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

8.2 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership.

8.3 This report is primarily to set rents and associated charges using a fair method within a viable and sustainable HRA, that will be applied to all council dwellings and will therefore affect all council tenants. The increase being applied is proportionate across all properties, and as the increases are not of a personal nature, it is not considered that they target any group of people based on any of the protected characteristics.

8.4 Whilst the rent increase does not target any specific protected characteristic, the increase will have more of an impact on households on lower incomes. The potential for a detrimental impact exists in as much as an increase in rent will put pressure on those individuals in, or at risk of, financial hardship. The rent increase will also have more of an impact on households living in larger properties, which will experience a higher increased rental cost per week due to the higher rents that are applied to these properties; this will affect some sub-groups of the tenant population more than others due to the property size generally held more commonly by

8.5 However, rents and the majority of tenant service charges are covered by Housing Benefit or Universal Credit (heating and alarm charges are not) and rent levels will remain well below market rent and for the majority of tenants will remain below the LHA level for the borough. In addition, Barnet Homes' in-house Income Collection Service takes a proactive, supportive approach to preventing rent arrears and offering financial inclusion through money advice, referrals for support, and assistance in maximising income (through benefit claims, or advice on management of other debts, for example). This should help to mitigate any detrimental effects that may be experienced.

## 9. Background Papers

- 9.1 17<sup>th</sup> January 2023, Housing and Growth Committee, item 13 Annual Review of Council Dwelling Rents and Service Charges and Temporary Accommodation Rents for 2023/24, [Agenda for Housing and Growth Committee on Tuesday 17th January, 2023, 7.00 pm \(moderngov.co.uk\)](#)

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## Equalities Impact Assessment (EqIA)

**EqIAs make services better for everyone and support value for money by getting services right first time.**

EqIAs enable us to consider all the information about a service, policy or strategy from an equalities perspective and then create an action plan to get the best outcomes for service users and staff<sup>1</sup>. They analyse how all our work as a council might impact differently on different groups protected from discrimination by the Equality Act 2010<sup>2</sup>. They help us make good decisions and evidence how we have reached them.<sup>3</sup>

An EqIA needs to be started as a project starts to identify and consider possible differential impacts on people and their lives, inform project planning and, where appropriate, identify mitigating actions. A full EqIA must be completed before any decisions are made or policy agreed so that the EqIA informs that decision or policy. It is also a live document; you should review and update it along with your project plan throughout.

You should first consider whether you need to complete this full EqIA<sup>4</sup>.

### **Other key points to note:**

- Full guidance notes to help you are embedded in this form – see the End Notes or hover the mouse over the numbered notes.
- Please share your EqIA with your Equalities Champion and the final/updated version at the end of the project.
- Major EqIAs should be reviewed by the relevant Head of Service.
- Examples of completed EqIAs can be found on the Equalities Hub

## 1. Responsibility for the EqIA

Title of proposal <sup>5</sup>	Annual Review of Council Dwelling Rents and Service Charges and Temporary Accommodation rents for 2024/25
Name and job title of completing officer	Tim Mulvenna (CEO The Barnet Group)
Head of service area responsible	Housing
Equalities Champion supporting the EqIA	Tim Mulvenna (CEO The Barnet Group)
Performance Management rep	n/a
HR rep (for employment related issues)	n/a
Representative (s) from external stakeholders	Greg Terefenko, Head of Housing Management Services (Barnet Homes)

## 2. Description of proposal

Is this a: (Please tick all that apply)	
New policy /strategy / function / procedure / service <input type="checkbox"/>	Review of Policy /strategy / function / procedure / service <input type="checkbox"/>
Budget Saving <input type="checkbox"/>	Other <input checked="" type="checkbox"/>
If budget saving please specify value below:	If other please specify below: Budget income generation
<i>Please outline in no more than 3 paragraphs<sup>6</sup>:</i>	
The council is required to set council dwelling rents and associated service charges for council tenants on an annual basis. These are set out in a formal rent notice issued to all tenants before the start of the financial year. Various items of legislation apply to the process, including the Localism Act 2011, the Housing Act 1985, the Housing Act 1988, the Local Government and Housing Act 1989, and the Welfare Reform and Work Act 2016. The Local Government and Housing	

Act 1989 requires the Housing Revenue Account (HRA) to be maintained as a ring-fenced account and prescribes the debits and credits to be applied to it. The principal items of expenditure within the HRA are management and maintenance costs, together with charges for capital expenditure (depreciation and interest). This is substantially met by rent and service charge income from dwellings, garages, and commercial premises. The HRA is self-financing and has a 30-year business plan in place with planned spending including the development of new homes to meet local housing need, the maintenance of existing homes, and essential fire safety works.

For **council dwellings** it is proposed that for both **social rents and Affordable Rents**, Barnet follow the national rent setting cap announced by the Government in the Autumn Statement 2023, and that social rent is increased by 7.7% for 2024/2025 for existing tenants. For **temporary accommodation rents** It is proposed that those temporary accommodation rents that are currently below Local Housing Allowance rates are increased for 2024/25 in line with the rent increase proposed for council dwellings at 7.7%, up to a maximum of the applicable LHA level.

**Service charges** usually reflect additional services that may not be provided to every tenant, or that may relate to communal facilities. For properties let at social rents, service charges are subject to separate legal requirements and are limited to covering the cost of providing the services. For Affordable Rent properties, the rent is inclusive of service charges and these households are therefore unaffected by any changes. Service charges and garage rents have been reviewed to ensure that costs are being recovered. It is proposed that some service charges are increased from 1 April 2024 to reflect the increased costs of providing the services, to ensure that this is recouped to allow essential HRA investment in housing and property services, safety, and provision of new affordable housing supply to be maintained.

### 3. Supporting evidence

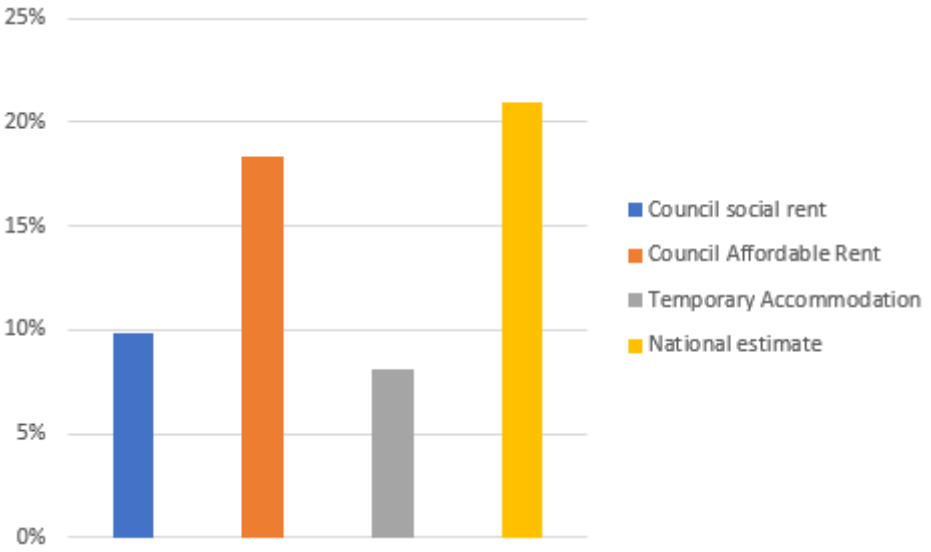
What existing data informs your assessment of the impact of the proposal on protected groups of service users and/or staff?

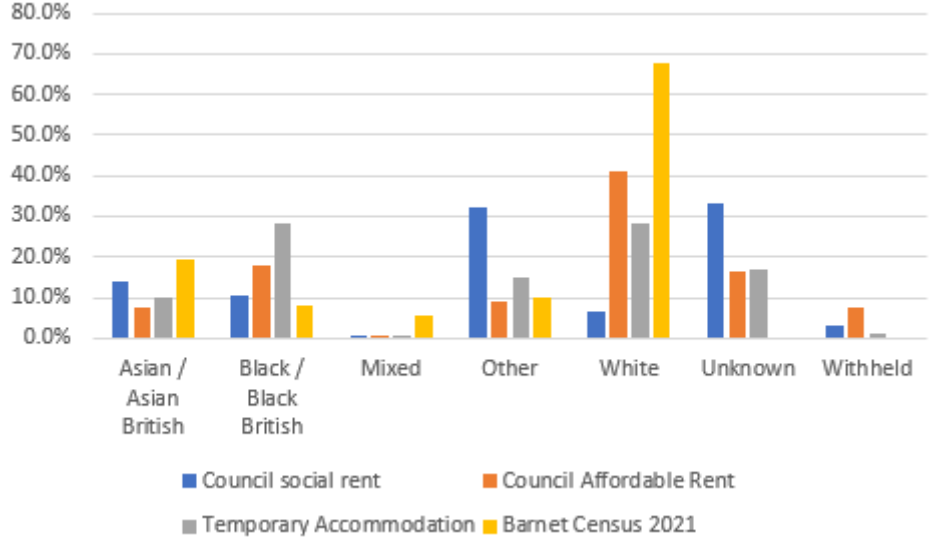
*Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis*

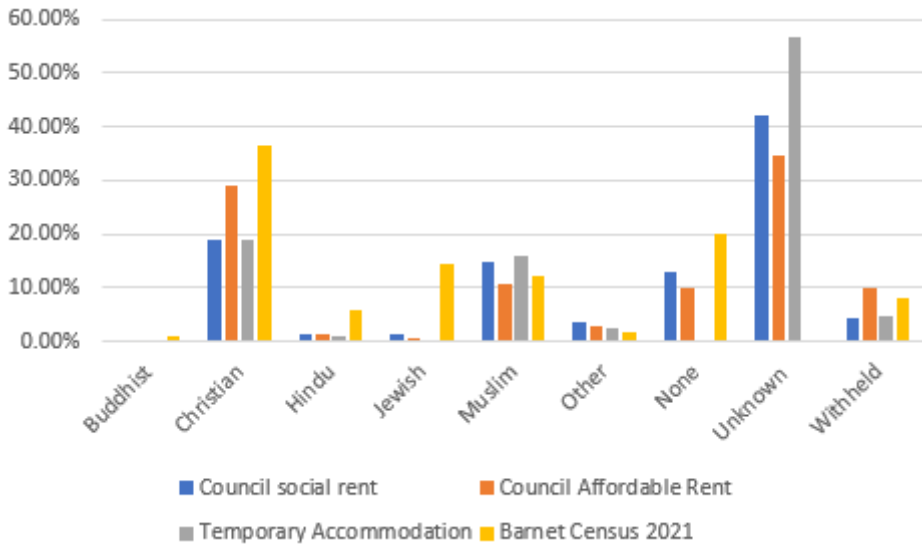
<b>Protected group</b>	<b>What does the data tell you<sup>7</sup>?</b> <i>Provide a summary of any relevant demographic data about the borough's population from the Joint Strategic Needs Assessment, or data about the council's workforce</i>	<b>What do people tell you <sup>8</sup>?</b>
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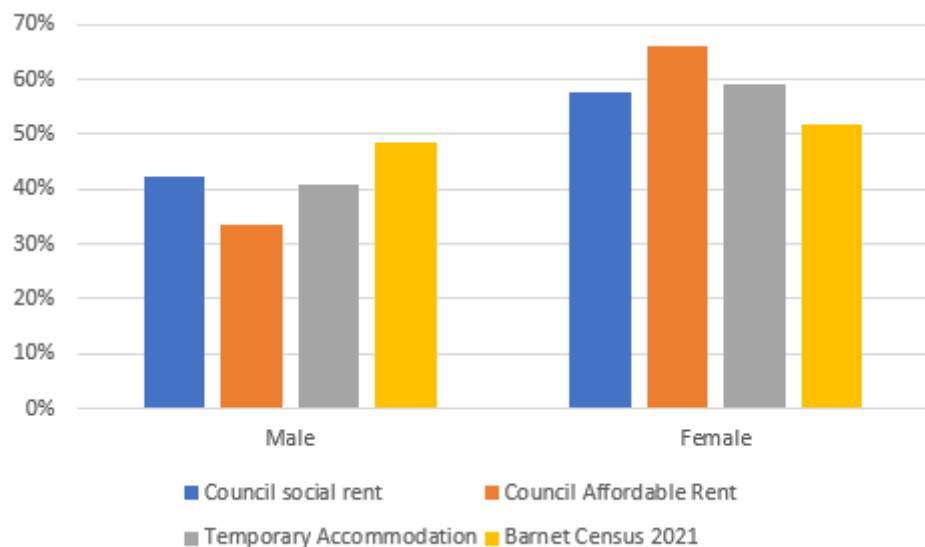
<p>Age<sup>9</sup></p>	<table border="1"> <caption>Estimated data from the bar chart</caption> <thead> <tr> <th>Age Group</th> <th>Council social rent (%)</th> <th>Council Affordable Rent (%)</th> <th>Temporary Accommodation (%)</th> <th>Barnet Census 2021 (%)</th> </tr> </thead> <tbody> <tr> <td>18-24</td> <td>3.5</td> <td>2.0</td> <td>1.5</td> <td>14.0</td> </tr> <tr> <td>25-34</td> <td>13.5</td> <td>7.0</td> <td>19.5</td> <td>19.0</td> </tr> <tr> <td>35-44</td> <td>23.5</td> <td>13.5</td> <td>25.0</td> <td>19.0</td> </tr> <tr> <td>45-54</td> <td>25.0</td> <td>22.0</td> <td>28.5</td> <td>17.0</td> </tr> <tr> <td>55-64</td> <td>16.5</td> <td>23.0</td> <td>19.5</td> <td>13.0</td> </tr> <tr> <td>65-89</td> <td>16.0</td> <td>23.5</td> <td>5.5</td> <td>17.0</td> </tr> <tr> <td>90+</td> <td>1.5</td> <td>1.5</td> <td>0.0</td> <td>1.0</td> </tr> <tr> <td>Unknown</td> <td>0.5</td> <td>6.5</td> <td>0.0</td> <td>0.0</td> </tr> </tbody> </table>	Age Group	Council social rent (%)	Council Affordable Rent (%)	Temporary Accommodation (%)	Barnet Census 2021 (%)	18-24	3.5	2.0	1.5	14.0	25-34	13.5	7.0	19.5	19.0	35-44	23.5	13.5	25.0	19.0	45-54	25.0	22.0	28.5	17.0	55-64	16.5	23.0	19.5	13.0	65-89	16.0	23.5	5.5	17.0	90+	1.5	1.5	0.0	1.0	Unknown	0.5	6.5	0.0	0.0	<p>n/a</p>
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Unknown	0.5	6.5	0.0	0.0																																											
<p>Data on all tenants is based on the lead tenant profile; the temporary accommodation data shows only those lead tenants in households affected by the proposed rent increase. Barnet’s population data for comparison is taken from the 2021 Census. It should be noted that the youngest age group based on Census data is 15-24, and the Census data shows all residents of the borough aged 15+.</p> <p>Within the council tenant social rent population, there is greater representation of those aged 35-64 compared to the overall borough, and lesser representation of those aged 18-34, although the Census data includes those aged 15 and older in the youngest banding. Within the council tenant Affordable Rent population, there is greater representation of those aged 45 and above compared to the Census, and lesser representation of those aged 18-44. Within the affected TA population, there is greater representation of those aged 35-64, and lesser representation of those aged 18-24 and 65 plus. Generally, this means that older council tenants and younger TA tenants are more affected by the proposal due to their prevalence in the relevant populations.</p>																																															

<p>Disability<sup>10</sup></p>	 <p>The bar chart displays the percentage of tenants with disabilities across four categories. The y-axis ranges from 0% to 25% in 5% increments. The x-axis categories are Council social rent (blue bar, ~10%), Council Affordable Rent (orange bar, ~18%), Temporary Accommodation (grey bar, ~8%), and National estimate (yellow bar, ~21%).</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Council social rent</td> <td>10%</td> </tr> <tr> <td>Council Affordable Rent</td> <td>18%</td> </tr> <tr> <td>Temporary Accommodation</td> <td>8%</td> </tr> <tr> <td>National estimate</td> <td>21%</td> </tr> </tbody> </table> <p>Data on all tenants is based on the lead tenant profile; the temporary accommodation data shows only those lead tenants in households affected by the proposed rent increase. Barnet’s Joint Strategic Needs Assessment does not contain detailed population data regarding disability; the table therefore reflects estimated national data for adults of working age. National estimates are that 42% of adults of pensionable age have a disability.</p> <p>Based on the data available, it is not anticipated that those who are disabled are likely to be more impacted by the proposals; however, there is a high proportion of tenants about whom this information is not currently held, and work is underway to improve this position.</p>	Category	Percentage	Council social rent	10%	Council Affordable Rent	18%	Temporary Accommodation	8%	National estimate	21%	
Category	Percentage											
Council social rent	10%											
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<p>Gender reassignment<sup>11</sup></p>	<p><b>Council rent – social rent</b> (main tenant data) <i>Information not held</i></p> <p><b>Council rent – Affordable Rent</b> (main tenant data) <i>Information not held</i></p> <p><b>Temporary accommodation (affected tenants)</b> (main tenant data) <i>Information not held</i></p>											

	<p><b>Barnet population</b> (Barnet Joint Strategic Needs Assessment)  <i>Information not held</i></p>	
<p><b>Marriage and Civil Partnership</b><sup>12</sup></p>	<p>n/a - This protected characteristic is relevant to employment under the Equality Act 2010.</p>	
<p><b>Pregnancy and Maternity</b><sup>13</sup></p>	<p><b>Council rent – social rent</b> (main tenant data)  <i>Information not held</i></p> <p><b>Council rent – Affordable Rent</b> (main tenant data)  <i>Information not held</i></p> <p><b>Temporary accommodation (affected tenants)</b> (main tenant data)  <i>Information not held</i></p>	
<p><b>Race/ Ethnicity</b><sup>14</sup></p>	 <p>Data on all tenants is based on the lead tenant profile; the temporary accommodation data shows only those lead tenants in households affected by the proposed rent increase. Barnet’s population data for comparison is taken from the Census 2021. It should be noted the Census data shows all residents of the borough.</p>	

	<p>For the social rent and temporary accommodation group, there is greater representation of those from an ethnic minority background compared to the Census data; there is lesser representation for the Affordable Rent group. When disaggregated, we see greater representation of those from a Black or Black British background, and for social rent in particular from an 'Other' background, with these groups more likely to be affected by the proposals due to their prevalence in the populations. It should also be noted that there is a high proportion of tenants about whom this information is not known, and work is underway to improve this position.</p>	
<p>Religion or belief<sup>15</sup></p>	 <p>Data on all tenants is based on the lead tenant profile; the temporary accommodation data shows only those lead tenants in households affected by the proposed rent increase. Barnet's population data for comparison is taken from the Census 2021. It should be noted that the Census data shows all residents of the borough.</p> <p>There is lesser representation of those with a religion or belief for all tenant populations compared to the Census data; however there is a high proportion of tenants about whom this information is not held, and work is ongoing to improve this position.</p>	

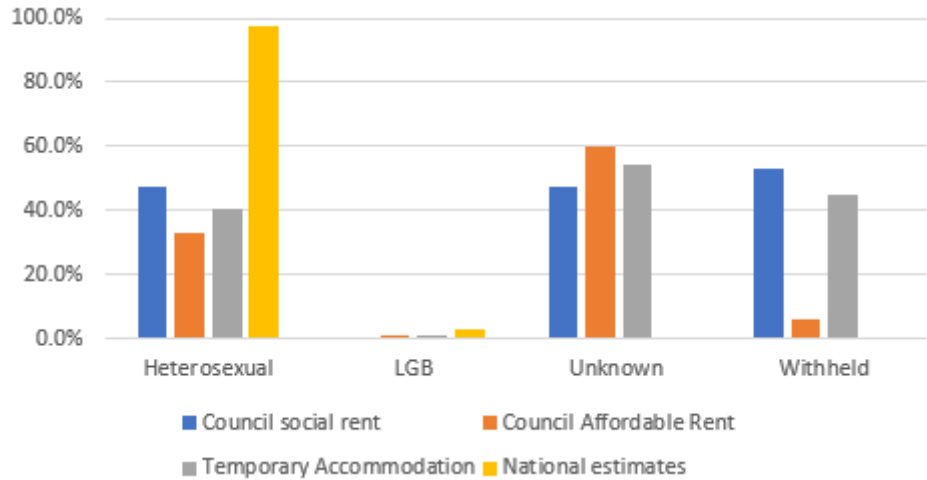
Sex<sup>16</sup>



Data on all tenants is based on the lead tenant profile; the temporary accommodation data shows only those lead tenants in households affected by the proposed rent increase. Barnet’s population data for comparison is taken from the Census 2021. It should be noted that the Census data shows all residents of the borough aged 15+.

There is higher representation of women in the three tenant populations compared to the wider Barnet profile. It should be noted that the tenant profile reflects the ‘lead’ tenant only, and does not reflect any joint tenants; however, it is expected that there will be a higher female population within the tenant groups due to the higher rate of female tenants as sole tenants, particularly those who are parents, due to higher priority need under the Housing Allocations Scheme. Women will therefore be more likely to be affected due to their higher prevalence in the relevant populations.

**Sexual Orientation<sup>17</sup>**



Data on all tenants is based on the lead tenant profile; the temporary accommodation data shows only those lead tenants in households affected by the proposed rent increase. Barnet’s population data for comparison is based on national estimates as the JSNA does not include this information.

There broad representation of those who identify as lesbian, gay, bisexual, or other in the tenant profiles compared to the national estimates; however, there is a high proportion of tenants about whom this information is not held, and work is underway to improve this position.

**Other relevant groups<sup>18</sup>**

There is high representation of those affected by socio-economic factors, with a high proportion of households from all groups, particularly temporary accommodation, eligible for welfare benefits.

**4. Assessing impact**

What does the evidence tell you about the impact your proposal may have on groups with protected characteristics <sup>19</sup>?

Protected characteristic	For each protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Is there an impact on service deliver? Is there an impact on customer satisfaction?	Pos itiv	Negative impact	No imm
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	Click the appropriate box on the right to indicate the outcome of your analysis.		Minor	Major	
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Age

The tables below set out the average increase per week by gender/sex. The overall average increase of 7.7% equates to an average per week of £9.56 for social rent, £18.36 for Affordable Rent, and £21.41 for temporary accommodation.

**Social rent**

Age	% Known	Current Rent Average	Proposed Rent Average (+7.7%)	Average Impact £ per Week	Distance from Total Average (£) (£9.56)	Distance from Total Average %
18-24	2.10%	112.94	121.64	8.70	-0.86	-9.03%
25-34	7.70%	121.16	134.46	9.33	-0.23	-2.41%
35-44	15.00%	128.56	138.46	9.90	0.34	3.55%
45-54	23.50%	130.14	140.16	10.02	0.46	4.82%
55-64	24.50%	128.55	138.45	9.90	0.34	3.54%
65+	27.10%	123.57	133.08	9.51	-0.05	-0.47%

There is the greatest impact on households where the main tenant is aged 45-54, with an increase of 46 pence above the average per week, which is 12 pence more than the next highest group. The impact is not considered to be substantial. The difference in average rent values is mainly due to the property size held as the greatest increase in average rents can be seen in the larger properties.

**Affordable Rent**

Age	% Known	Current Rent Average	Proposed Rent Average (+7.7%)	Average Impact £ per Week	Distance from Total Average (£) (£18.36)	Distance from Total Average %
18-24	3.60%	225.61	242.98	17.37	-0.99	-5.38%
25-34	13.80%	246.43	265.41	18.98	0.62	3.35%
35-44	23.70%	263.71	284.02	20.31	1.95	10.60%
45-54	25.00%	279.35	300.86	21.51	3.15	17.16%
55-64	16.50%	223.1	240.28	17.18	-1.18	-6.43%
65+	17.40%	192.83	207.68	14.85	-3.51	-19.13%



There is the greatest impact on households where the main tenant is aged 45-54, with an increase of £3.15 above the average, which is £1.21 more than the next highest group. This is mainly due to the property size held as the greatest increase in average rents can be seen in the larger properties. Although the rent increase is being applied consistently, the impact is higher than that for other protected characteristics, and is affected by the high proportion of tenants within this age group. The information above can be used to ensure preventative measures regarding the risk of rent arrears and other mitigations to ensure tenancy sustainment are appropriate and can be targeted to those potentially most in need.

**Temporary Accommodation**

Age	% Known	Current Rent Average	Proposed Rent Average (+7.7%)	Average Impact £ per Week	Distance from Total Average (£) (£26.51)	Distance from Total Average %
18-24	5.10%	272.37	293.34	20.97	-5.54	-20.89%
25-34	15.00%	311.79	335.80	24.01	-2.50	-9.44%
35-44	31.10%	347.16	373.89	26.73	0.22	0.83%
45-54	33.70%	388.62	418.54	29.92	3.41	12.88%
55-64	12.90%	369	397.41	28.41	1.90	7.18%
65+	2.30%	376.63	405.63	29.00	2.49	9.39%

There is the greatest impact on households where the main tenant is aged 45-54, with an increase of £3.41 above the average, which is 92 pence more than the next highest group. This is mainly due to the property size held as the greatest increase in average rents can be seen in the larger properties. The impact is higher than others seen but is not considered to be substantial. The value of the rent increase will not be consistent across all households as some are currently charged a greater amount below the LHA, and this will also have an impact on the actual increase experienced compared to the overall average. The information above can be used to ensure preventative measures regarding the risk of rent arrears and other mitigations to ensure tenancy sustainment are appropriate and can be targeted to those potentially most in need.

The rent increase will affect all council households and all temporary accommodation households that are currently paying weekly rent below the LHA level; however, it does not have a disproportionately adverse effect on tenants on the grounds of age.

The potential longer-term consequences for those who will be negatively impacted include rent arrears and the threat of being made homeless. Barnet Homes, Barnet Council's Arms-Length Management

	<p>Organisation, will provide support to affected households, including advice and support on benefit entitlement, training, and employment. Eviction is only undertaken as a last resort and is very rare, with a range of preventative measures deployed to increase tenancy sustainment. There may be potential issues or barriers around communication for both young and elderly tenants regarding the type of communication used to engage but individual officers will ensure a tailored approach to individual need with different communication channels.</p> <p>The rent increase will also directly benefit all council tenants as all rental income is used to fund housing management services, the development and acquisition of new properties, and the maintenance of existing homes including essential fire safety works. The rental income for council homes is 'ring-fenced' to the Housing Revenue Account, ensuring that it is used for no other purpose.</p> <p>The rent increase for those living in temporary accommodation will have a positive impact due to the increase in revenue to fund temporary accommodation and homelessness services.</p> <p>The increase in service charges for social rent tenants will have a positive impact on those tenants as it will ensure the continued supply of these services.</p>																																
Disability	<p>The tables below set out the average increase per week by gender/sex. The overall average increase of 7.7% equates to an average per week of £9.56 for social rent, £18.36 for Affordable Rent, and £21.41 for temporary accommodation.</p> <p><b>Social rent</b></p> <table border="1" data-bbox="501 839 1729 1043"> <thead> <tr> <th>Disability</th> <th>% Known</th> <th>Current Rent Average</th> <th>Proposed Rent Average (+7.7%)</th> <th>Average Impact £ per Week</th> <th>Distance from Total Average (£) (£9.56)</th> <th>Distance from Total Average %</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>20.3%</td> <td>124.85</td> <td>134.46</td> <td>9.61</td> <td>0.05</td> <td>-0.56%</td> </tr> </tbody> </table> <p>There is an impact on households where the main tenant has declared themselves to have a disability, with these households on average paying 5 pence more than the average in additional rent each week.</p> <p><b>Affordable Rent</b></p> <table border="1" data-bbox="501 1182 1729 1383"> <thead> <tr> <th>Disability</th> <th>% Known</th> <th>Current Rent Average</th> <th>Proposed Rent Average (+7%)</th> <th>Average Impact £ per Week</th> <th>Distance from Total Average (£18.36)</th> <th>Distance from Total Average %</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>9.9%</td> <td>201.92</td> <td>217.47</td> <td>15.55</td> <td>-2.81</td> <td>-15.32%</td> </tr> </tbody> </table>	Disability	% Known	Current Rent Average	Proposed Rent Average (+7.7%)	Average Impact £ per Week	Distance from Total Average (£) (£9.56)	Distance from Total Average %	Yes	20.3%	124.85	134.46	9.61	0.05	-0.56%	Disability	% Known	Current Rent Average	Proposed Rent Average (+7%)	Average Impact £ per Week	Distance from Total Average (£18.36)	Distance from Total Average %	Yes	9.9%	201.92	217.47	15.55	-2.81	-15.32%	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	% Known	Current Rent Average	Proposed Rent Average (+7.7%)	Average Impact £ per Week	Distance from Total Average (£) (£9.56)	Distance from Total Average %																											
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There is a lesser impact on households where the main tenant has declared themselves to have a disability, with these households on average paying £2.83 less than the average in additional rent each week.

**Temporary Accommodation**

Disability	% Known	Current Rent Average	Proposed Rent Average (+7.7%)	Average Impact £ per Week	Distance from Total Average (£) (£26.51)	Distance from Total Average %
Yes	4.0%	317.10	342.16	24.46	-2.05	-7.72

There is a lesser impact on households where the main tenant has declared themselves to have a disability, with these households on average paying £2.05 less than the average in additional rent each week. This is likely to be linked to typical property sizes as the greatest increase in average rents can be seen in the larger properties. The value of the rent increase will not be consistent across all households as some are currently charged a greater amount below the LHA, and this will also have an impact on the actual increase experienced compared to the overall average.

The rent increase will affect all council households and all temporary accommodation households that are currently paying weekly rent below the LHA level; however, it does not have a disproportionately adverse effect on tenants on the grounds of disability. Those who are disabled are likely to be eligible for support including welfare benefits, which is likely to further mitigate any impact of the proposal.

The potential longer-term consequences for those who will be negatively impacted include rent arrears and the threat of being made homeless. Barnet Homes, Barnet Council’s Arms-Length Management Organisation, will provide support to affected households, including advice and support on benefit entitlement, training, and employment. Eviction is only undertaken as a last resort and is very rare, with a range of preventative measures deployed to increase tenancy sustainment. There may be potential issues or barriers around communication for some tenants with a disability regarding the type of communication used to engage but individual officers will ensure a tailored approach to individual need with different communication channels.

The rent increase will also directly benefit all council tenants as all rental income is used to fund housing management services, the development and acquisition of new properties, and the maintenance of existing homes including essential fire safety works. The rental income for council homes is ‘ring-fenced’ to the Housing Revenue Account, ensuring that it is used for no other purpose.

	<p>The rent increase for those living in temporary accommodation will have a positive impact due to the increase in revenue to fund temporary accommodation and homelessness services.</p> <p>The increase in service charges for social rent tenants will have a positive impact on those tenants as it will ensure the continued supply of these services.</p>				
<b>Gender reassignment</b>	There is insufficient data to identify any impact on this protected characteristic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Marriage and Civil Partnership</b>	There is insufficient data to identify any impact on this protected characteristic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Pregnancy and Maternity</b>	n/a - This protected characteristic is relevant to employment under the Equality Act 2010.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Race/  
Ethnicity

The tables below set out the average increase per week by gender/sex. The overall average increase of 7% equates to an average per week of £8.30 for social rent, £16.04 for Affordable Rent, and £21.41 for temporary accommodation.

**Social rent**

Race	% Known	Current Rent Average	Proposed Rent Average (+7.7%)	Average Impact £ per Week	Distance from Total Average (£) (£9.56)	Distance from Total Average %
Asian / Asian British	10.00%	126.42	126.42	9.73	0.17	1.82%
Black / Black British	23.30%	127.1	127.1	9.79	0.23	2.37%
Mixed	1.10%	126.47	126.47	9.74	0.18	1.86%
Other	11.60%	125.39	125.39	9.66	0.10	0.99%
White	54.00%	126.77	126.77	9.76	0.20	2.11%

There is the greatest impact on households where the main tenant is Black or Black British, with an increase of 23 pence above the average. This is mainly due to the property size held as the greatest increase in average rents can be seen in the larger properties. The impact is not considered to be substantial.

**Affordable Rent**

Race	% Known	Current Rent Average	Proposed Rent Average (+7.7%)	Average Impact £ per Week	Distance from Total Average (£) (£18.36)	Distance from Total Average %
Asian / Asian British	21.70%	276.06	297.32	21.26	2.90	30.30%
Black / Black British	16.80%	273.2	273.20	21.04	2.68	28.00%
Mixed	0.70%	235.3	235.30	18.12	-0.24	-2.53%
Other	10.50%	251.13	251.13	19.34	0.98	10.22%
White	50.30%	229.93	229.93	17.70	-0.66	-6.86%

There is the greatest impact on households where the main tenant is Asian or Asian British, or Black or Black British, with an increase of £2.68 to £2.90 above the average. This is mainly due to the property size generally held by Asian and Black households, as the greatest increase in average rents can be seen in the larger properties. The impact is higher than others seen but is not considered to be substantial. The

information above can be used to ensure preventative measures regarding the risk of rent arrears and other mitigations to ensure tenancy sustainment are appropriate and can be targeted to those potentially most in need.

#### Temporary accommodation

Race	% Known	Current Rent Average	Proposed Rent Average (+7.7%)	Average Impact £ per Week	Distance from Total Average (£) (£26.51)	Distance from Total Average %
Asian / Asian British	20.90%	366.92	395.17	28.25	1.74	18.23%
Black / Black British	33.00%	374.06	402.86	28.80	2.29	23.98%
Mixed	2.30%	388.93	418.88	29.95	3.44	35.96%
Other	13.40%	376	404.95	28.95	2.44	25.54%
White	30.40%	340.5	366.72	26.22	-0.29	-3.05%

There is the greatest impact on households where the main tenant is from an ethnic minority background, particularly from a Mixed, Other, or Black or Black British background with an increase of £2.29 to £3.44 above the average. This is mainly due to the property size generally held by Asian, Black, Mixed, and Other households, as the greatest increase in average rents can be seen in the larger properties. The impact is higher than others seen but is not considered to be substantial. The value of the rent increase will not be consistent across all households as some are currently charged a greater amount below the LHA, and this will also have an impact on the actual increase experienced compared to the overall average. The information above can be used to ensure preventative measures regarding the risk of rent arrears and other mitigations to ensure tenancy sustainment are appropriate and can be targeted to those potentially most in need.

The rent increase will affect all council households and all temporary accommodation households that are currently paying weekly rent below the LHA level; however, it does not have a disproportionately adverse effect on tenants on the grounds of race.

The potential longer-term consequences for those who will be negatively impacted include rent arrears and the threat of being made homeless. Barnet Homes, Barnet Council's Arms-Length Management Organisation, will provide support to affected households, including advice and support on benefit entitlement, training, and employment. Eviction is only undertaken as a last resort and is very rare, with a range of preventative measures deployed to increase tenancy sustainment. Barnet Homes' Housing Management team will work with the data intelligence team to identify groups that may require a

	<p>targeted approach to engagement. Individual officers will ensure a tailored approach to individual need with different communication channels.</p> <p>The rent increase will also directly benefit all council tenants as all rental income is used to fund housing management services, the development and acquisition of new properties, and the maintenance of existing homes including essential fire safety works. The rental income for council homes is ‘ring-fenced’ to the Housing Revenue Account, ensuring that it is used for no other purpose.</p> <p>The rent increase for those living in temporary accommodation will have a positive impact due to the increase in revenue to fund temporary accommodation and homelessness services.</p> <p>The increase in service charges for social rent tenants will have a positive impact on those tenants as it will ensure the continued supply of these services.</p>																																																																			
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### Affordable Rent

Religion or Belief	% Known	Current Rent Average	Proposed Rent Average (+7.7%)	Average Impact £ per Week	Distance from Total Average (£) (£18.36)	Distance from Total Average %
None / atheist / agnostic	24.20%	238.35	256.70	18.35	-0.01	-0.04%
Christian	35.80%	238.92	257.32	18.40	0.04	0.20%
Muslim	27.50%	275.14	296.33	21.19	2.83	15.39%
Hindu	2.50%	288.92	311.17	22.25	3.89	21.17%
Jewish	2.50%	215.13	231.70	16.57	-1.79	-9.78%
Other	5.80%	234.65	252.72	18.07	-0.29	-1.59%
Buddhist	0.80%	213.19	229.61	16.42	-1.94	-10.59%
Jain	0.80%	261.01	281.11	20.10	1.74	9.46%

There is the greatest impact on households where the main tenant is of the Muslim or Hindu faiths, with an increase of £2.83 to £3.89 above the average. This is mainly due to the property size generally held by Muslim and Hindu tenants, as the greatest increase in average rents can be seen in the larger properties. The impact is higher than others seen but is not considered to be substantial. The information above can be used to ensure preventative measures regarding the risk of rent arrears and other mitigations to ensure tenancy sustainment are appropriate and can be targeted to those potentially most in need.

### Temporary accommodation

Religion or Belief	% Known	Current Rent Average	Proposed Rent Average (+7.7%)	Average Impact £ per Week	Distance from Total Average (£) (£26.51)	Distance from Total Average %
None / atheist / agnostic	14.70%	323.66	348.58	24.92	-1.59	-5.99%
Christian	36.70%	354.68	381.99	27.31	0.80	3.02%
Muslim	42.00%	414.49	446.41	31.92	5.41	20.39%
Hindu	1.30%	290.62	313.00	22.38	-4.13	-15.59%



	Jewish	2.00%	349.54	376.45	26.91	0.40	1.53%				
	Other	3.30%	349.59	376.51	26.92	0.41	1.54%				
	<p>There is the greatest impact on households where the main tenant is of the Muslim faith, with an increase of £5.41 above the average; £4.61 more than the next highest group. This is mainly due to the property size generally held by Muslim tenants, as the greatest increase in average rents can be seen in the larger properties. The impact is higher than others seen but is not considered to be substantial. The value of the rent increase will not be consistent across all households as some are currently charged a greater amount below the LHA, and this will also have an impact on the actual increase experienced compared to the overall average. The information above can be used to ensure preventative measures regarding the risk of rent arrears and other mitigations to ensure tenancy sustainment are appropriate and can be targeted to those potentially most in need.</p> <p>The rent increase will affect all council households and all temporary accommodation households that are currently paying weekly rent below the LHA level; however, it does not have a disproportionately adverse effect on tenants on the grounds of religion or belief.</p> <p>The potential longer-term consequences for those who will be negatively impacted include rent arrears and the threat of being made homeless. Barnet Homes, Barnet Council's Arms-Length Management Organisation, will provide support to affected households, including advice and support on benefit entitlement, training, and employment. Eviction is only undertaken as a last resort and is very rare, with a range of preventative measures deployed to increase tenancy sustainment. Individual officers will ensure a tailored approach to individual need with different communication channels.</p> <p>The rent increase will also directly benefit all council tenants as all rental income is used to fund housing management services, the development and acquisition of new properties, and the maintenance of existing homes including essential fire safety works. The rental income for council homes is 'ring-fenced' to the Housing Revenue Account, ensuring that it is used for no other purpose.</p> <p>The rent increase for those living in temporary accommodation will have a positive impact due to the increase in revenue to fund temporary accommodation and homelessness services.</p> <p>The increase in service charges for social rent tenants will have a positive impact on those tenants as it will ensure the continued supply of these services.</p>										
Sex	The tables below set out the average increase per week by gender/sex. The overall average increase of 7% equates to an average per week of £8.30 for social rent, £16.04 for Affordable Rent, and £21.41 for temporary accommodation.							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Social rent</b>										

Sex	% Known	Current Rent Average	Proposed Rent Average (+7%)	Average Impact £ per Week	Distance from Total Average (£) (£9.56)	Distance from Total Average %
Female	66.20%	129.48	139.45	9.97	0.41	4.29%
Male	33.70%	122.32	131.74	9.42	-0.14	-1.48%

There is the greatest impact on households where the main tenant is female, with an increase of 41 pence above the average (+55 pence compared to households where the main tenant is male). This is mainly due to the property size held by each lead tenant gender type as the greatest increase in average rents can be seen in the larger properties. The impact is not considered to be substantial.

#### Affordable Rent

Sex	% Known	Current Rent Average	Proposed Rent Average (+7.7%)	Average Impact £ per Week	Distance from Total Average (£) (£18.36)	Distance from Total Average %
Female	57.80%	247.21	266.25	19.04	0.68	0.80%
Male	42.20%	242.34	261.00	18.66	0.30	-1.10%

There is the greatest impact on households where the main tenant is female, with an increase of 68 pence above the average (+98 pence compared to households where the main tenant is male). This is mainly due to the property size held by each gender type as the greatest increase in average rents can be seen in the larger properties. The impact is not considered to be substantial.

The rent increase will affect all council households and all temporary accommodation households that are currently paying weekly rent below the LHA level; however, it does not have a disproportionately adverse effect on tenants on the grounds of sex/gender. Single women are more likely than men to have dependent children living with them.

The potential longer-term consequences for those who will be negatively impacted include rent arrears and the threat of being made homeless. Barnet Homes, Barnet Council's Arms-Length Management Organisation, will provide support to affected households, including advice and support on benefit entitlement, training, and employment. Eviction is only undertaken as a last resort and is very rare, with a range of preventative measures deployed to increase tenancy sustainment.

The rent increase will also directly benefit all council tenants as all rental income is used to fund housing management services, the development and acquisition of new properties, and the maintenance of

	<p>existing homes including essential fire safety works. The rental income for council homes is 'ring-fenced' to the Housing Revenue Account, ensuring that it is used for no other purpose.</p> <p>The rent increase for those living in temporary accommodation will have a positive impact due to the increase in revenue to fund temporary accommodation and homelessness services.</p> <p>The increase in service charges for social rent tenants will have a positive impact on those tenants as it will ensure the continued supply of these services.</p>				
<b>Sexual Orientation</b>	Due to the high number of households with unknown data about sexual orientation, there is insufficient data to identify any firm conclusions about impact on this protected characteristic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<b>5. Other key groups</b> Are there any other vulnerable groups that might be affected by the proposal? <i>These could include carers, people in receipt of care, lone parents, people with low incomes or unemployed</i>	Positive impact	Negative impact		No impact
		Minor	Major	

Key groups

The benefit cap was introduced from 2013. Four council social rent households and 10 temporary accommodation households are currently benefit-capped (£442.31 per week for couples and lone parents / £296.35 per week for single adults in Greater London, and £384.62 per week for couples and lone parents / £257.69 per week for single adults outside Greater London). Barnet Homes does not hold information about how many, if any, tenants in receipt of Universal Credit are affected by the benefit cap as this information is held by the DWP.

Using our data held we are aware of residents already in some form of arrears and below is a breakdown per tenure.

**Council rent – social rent** (main tenant data)

51.4% in arrears; 34.2% under £500, 17.2% over £500

**Council rent – Affordable Rent** (main tenant data)

58.9% in arrears; 23.9% under £500, 35% over £500

**Temporary accommodation (affected tenants)** (main tenant data)

55.1% in arrears; 22.6% under £500, 32.5% over £500

Specialist housing officers will continue to ensure all tenants in arrears are offered support and advice on how to reduce their arrears in an affordable way. We will continue to sign post tenants to all support services available to them, and ensure their benefits are maximised.

The potential longer-term consequences for those who will be negatively impacted include rent arrears and the threat of being made homeless. Barnet Homes, Barnet Council’s Arms-Length Management Organisation, will provide support to affected households, including advice and support on benefit entitlement, training, and employment. Eviction is only undertaken as a last resort and is very rare, with a range of preventative measures deployed to increase tenancy sustainment.

The table below provides detail on the number of properties charged a social rent that are affected by the proposed rent increase of 7.7%, and the average weekly rent increases.



<b>Social Rents 2022/23 with proposed increase at 7.0%</b>				
<b>Size</b>	<b>Number of units</b>	<b>Current average weekly social rents</b>	<b>Proposed average weekly rent (7.7% increase)</b>	<b>Average weekly increase</b>
0 bed	180	£92.99	£100.15	£7.16
1 bed	2,329	£110.20	£118.69	£8.49
2 bed	3,427	£125.68	£135.36	£9.68
3 bed	2,524	£143.60	£154.66	£11.06
4 bed	233	£158.77	£171.00	£12.23
5 bed	15	£180.30	£194.18	£13.88
6 bed	4	£189.26	£203.83	£14.57

The table below provides detail on the number of properties charged an Affordable Rent that are affected by the proposed rent increase of 7.7%, and the average weekly rent increases.

<b>Affordable Rents 2022/23 with proposed increase at 7.0%</b>				
<b>Size</b>	<b>Number of units</b>	<b>Current average weekly social rents</b>	<b>Proposed average weekly rent (7.7% increase)</b>	<b>Average weekly increase</b>
1 bed	83	£194.93	£209.94	£15.01
2 bed	76	£253.14	£272.63	£19.49

3 bed	67	£298.50	£321.48	£22.98
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The table below provides detail on the number of households (council tenants) affected by an increase in service charges across all tenures:

Service Charge	Number of households (council tenant occupiers) affected
Alarm Services	688
Caretaking quarterly	167
Caretaking weekly	3,614
Digital TV	2,513
Door Entry Systems	458
Enhanced Housing Management Support	351
Grounds Maintenance	4,720
Heating and Hot water	4,720
Lighting	4,522
Sprinkler system / fire safety	67

The rent increase will also directly benefit all council tenants as all rental income is used to fund housing management services, the development and acquisition of new properties, and the maintenance of existing homes including essential fire safety works. The rental income for council homes is 'ring-fenced' to the Housing Revenue Account, ensuring that it is used for no other purpose.

The rent increase for those living in temporary accommodation will have a positive impact due to the increase in revenue to fund temporary accommodation and homelessness services.

The increase in service charges for social rent tenants will have a positive impact on those tenants as it will ensure the continued supply of these services.

## 6. Cumulative impact<sup>20</sup>

Considering what else is happening within the council and Barnet could your proposal contribute to a cumulative impact on groups with protected characteristics?

Yes       No

If you clicked the Yes box, which groups with protected characteristics could be affected and what is the potential impact? Include details in the space below

It is inevitable that all tenants irrespective of tenure will be affected by these proposed rent increases, but it is not envisaged any tenant with a protected characteristic will be unduly affected as a result of having that protected characteristic. The rent increase proposals come at a time when UK households are broadly affected by an anticipated squeeze on incomes, including higher food costs with prices for food and non-alcoholic beverages rising significantly over the year to September 2023, energy price increases of 54% in April 2022, 27% in October 2022, and a further 20% in April 2023, and fuel costs set to increase by 23% from March 2023. All of these impacts are likely to more greatly affect households that are already experiencing socio-economic disadvantage.

However, the proposed rent increases will also have a positive impact upon the households affected due to the rental income to the HRA funding the provision of housing services and ensuring the delivery of fire safety works and property maintenance works, in addition to the development and acquisition of more affordable housing within the borough, and due to the rental income to the General Fund ensuring the provision of temporary accommodation and homelessness services. Without an increase in revenue, it will not be possible to deliver essential safety works or environmental sustainability improvements.

Barnet Homes, the council's Arms-Length Management Organisation, recognises the potential impact and the risk that increasing the service charges will make it more difficult for tenants to pay and impact adversely on the HRA Business Plan by making service charge collection more difficult. This is considered to be a low risk as for most tenants, Housing Benefit or Universal Credit will continue to cover the costs, including the costs relating to grounds maintenance.

There is also a risk that increasing rental charges will make it more difficult for tenants to pay and impact adversely on the HRA Business Plan by making rent collection more difficult and increasing rent arrears. Of all council tenants, 69.8% are currently in receipt of either full or partial Housing Benefit or the housing element of Universal Credit, and of all clients living in temporary accommodation, 81.6% are currently in receipt of either full or partial Housing Benefit or the housing element of Universal Credit; and as such we do not expect the majority of individuals to be directly affected by any increase to the rental charge.

Barnet Homes will work with all tenants who may suffer financial hardship during the course of their tenancy at the earliest opportunity to mitigate the risk to both the individual and the council. We will ensure the appropriate advice and support is given, and work with key partners within the borough to support them and avoid them getting into rent arrears or financial difficulty. For those affected, Barnet Homes provides services to manage the range of demands from council tenants and temporary accommodation clients, including income maximisation and tenancy sustainment. A range of operational mitigations are in place regarding the risk to rent collection, including those indicated in table 7 of this EIA.

## 7. Actions to mitigate or remove negative impact

Only complete this section if your proposals may have a negative impact on groups with protected characteristics. These need to be included in the relevant service plan for mainstreaming and performance management purposes.

Group affected	Potential negative impact	Mitigation measures <sup>21</sup> <i>If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.</i>	Monitoring <sup>22</sup> <i>How will you assess whether these measures are successfully mitigating the impact?</i>	Deadline date	Lead Officer
All (with some over-representation as indicated regarding age, disability, race, religion and belief, and gender)	Although rental charges are applied to properties and not people there is a risk that increasing the rents and service charges will make it more difficult for tenants to pay.	For those affected, Barnet Homes provides services to manage the range of demands from council tenants and temporary accommodation clients, including income maximisation and tenancy sustainment. A range of operational mitigations are in place regarding the risk to rent collection, including:	Barnet Homes' Income officers using specialist monitoring systems will monitor customer accounts to identify any customers getting into arrears at the earliest opportunity.  We will work with our business intelligence team to identify any trends in specific demographics.	Ongoing	Greg Terefenko, Head of Housing Management (Barnet Homes)



	<p>This is considered to be a low risk as for most tenants, Housing Benefit or Universal Credit will continue to cover the costs, including the costs relating to grounds maintenance.</p> <p>The potential longer-term consequences for those who will be negatively impacted include rent arrears and the threat of being made homeless.</p>	<ul style="list-style-type: none"> <li>• Raising tenant awareness of their benefit entitlement and supporting them to receive the maximum financial support available depending on their individual circumstances, including accessing as appropriate Discretionary Housing Payments, Council Tax support, Council Tax discretionary relief, Council Tax severe mental impairment exemption, Resident Support Fund, the Mayor’s Benevolent Fund, DWP Universal Credit direct housing payments, and DWP Budgeting Loan ;</li> <li>• Referring tenants in need of further assistance to in-house support services where appropriate, including specialist welfare benefit advisors who can help signpost tenants and help them to maximise their benefits;</li> <li>• Income Collection Service trained on supporting people with financial difficulties, including training from the Credit Union which officers may promote to tenants;</li> <li>• Early intervention work in partnership with the Department of Work and Pensions to support tenants at risk of or in rent arrears;</li> </ul>	<p>Should any be identified we will carry out a targeted campaign to support and mitigate any increase in arrears.</p> <p>We will continue to work with colleagues from across the sector to share best practice and working methods to support our customers.</p>		
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		<ul style="list-style-type: none"> <li>• Working in partnership with the JobCentre Plus, Barnet and Southgate College, and local community organisations through the BOOST service which assists unemployed residents in local areas to find work, and provides housing support, benefits advice, and training opportunities, including support with digital inclusion and improving tenants' digital capacity;</li> <li>• Working in partnership with Family Services Welfare Benefit Advisers where those in difficulty have children;</li> <li>• Provision of floating support services to provide practical assistance and support to help people maintain their homes and their independence;</li> <li>• Allocation of foodbank vouchers;</li> <li>• Access to The Barnet Group's £40k Innovation Fund, which is available to staff to promote innovative solutions and projects. Successful bids include securing investment in training webinars and financial inclusion/awareness for residents to help those who are experiencing financial difficulty;</li> </ul>			
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		<ul style="list-style-type: none"> <li>• Advice on and incentives to encourage downsizing to a smaller property, where this is possible;</li> <li>• Social value investment from Barnet Homes' contractors to help fund projects and activities that will benefit communities and residents who are in need; and</li> <li>• Implementation of a Sustainable Tenancies Strategy to target early intervention and support for those in most need and maximise income collection.</li> </ul> <p>Barnet has also been allocated £80k in Homelessness Prevention Grant to be spent on preventing private tenants from becoming homeless and £80k from the Household Support Fund which may be used to support households, for example, through small grants to meet daily needs such as food, clothing, and utilities; whilst this funding currently must be spent by March 2023, it will assist those currently under financial pressure to sustain their tenancies and is likely to have a sustained impact on household finances into 2022/23.</p>			
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		<p>There will also be robust communications regarding the rent increase and service charge increase, including informing all tenants in February 2022 including what they need to pay, providing tenants with an explanation of the rent increase and targeted offers of support as required, and informing frontline staff of the increases in order to manage enquiries.</p> <p>Additional support is available from the council in response to the cost of living crisis, which tenants may benefit from, including:</p> <ul style="list-style-type: none"> <li>• £240k Community Innovation Fund for voluntary and community projects;</li> <li>• Warm Spaces Scheme;</li> <li>• Signposting to food banks;</li> <li>• Signposting to support services and charities;</li> <li>• Free 12-month fibre broadband offer;</li> <li>• Signposting to government schemes including the Energy Bills Support Scheme, Cold Weather Payments, Winter Fuel Payments, social tariffs, and Cost of Living Payments.</li> </ul>			
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## 8. Outcome of the Equalities Impact Assessment (EqIA)<sup>23</sup>

Please select one of the following four outcomes

**Proceed with no changes**

The EqIA has not identified any potential for a disproportionate impact and all opportunities to advance equality of opportunity are being addressed

**Proceed with adjustments**

Adjustments are required to remove/mitigate negative impacts identified by the assessment

**Negative impact but proceed anyway**

This EqIA has identified negative impacts that are not possible to mitigate. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below

**Do not proceed**

This EqIA has identified negative impacts that cannot be mitigated and it is not possible to continue. Outline the reasons for this and the information used to reach this decision in the space below

### Reasons for decision

From the perspective of the tenant, the rent and service charge increase will be viewed as having an adverse impact. The Equality Impact Assessment is undertaken from this perspective and has been assessed as not having a disproportionate adverse effect on any specific group.

The actual amount of increase will vary across property sizes for all tenures. Larger properties will see a greater increase in £ than smaller properties due to the higher rents.

The rent increase is applied to the property in that it has no bearing on the profile of the tenants, age, race, gender, or any other protected characteristic. The rent increase does not target or disproportionately affect any group of people based on the protected characteristics, although some sub-groups will be disproportionately affected due to their prevalence within the population.

The increase will also have more of an impact on households on lower incomes. Tenants on low incomes are able to obtain Housing Benefit (HB) or the Universal Credit (UC) housing element to assist with rent payments. Just under 70% of council tenants are in receipt of HB or the UC housing element, with approximately 28% receiving the full allowance and approximately 13% receiving partial, and a further 29% of tenants receiving UC. Within temporary accommodation, just under 82% of tenants are in receipt of HB (64.5%) or the UC housing element (17.5%).

Barnet Homes will need to ensure that those council tenants and TA tenants who will be affected are given appropriate advice and support to help them avoid rent arrears and financial hardship. Informing tenants well in advance of the rent increase will help them to budget effectively and make informed and independent choices.

Barnet Homes and the council are also in a position to assist tenants with identifying additional income sources to help mitigate the impact. This can include welfare benefits advice for income maximisation, applications for discretionary payments and funding, referrals to floating support services and other specialist services, and making tenants aware that they can access independent financial and housing advice. Furthermore, the Housing Options service operates an under-occupation scheme through which social housing tenants with spare bedrooms may receive financial incentives and other assistance when downsizing to a suitably-sized property.

It should be noted that all rent levels will remain well below both market rent and the potential 'Affordable Rent' (which may be set at 80% of market rent) and at or below the Local Housing Allowance (LHA) level for the borough. The LHA is the maximum amount payable through Housing Benefit or the housing element of Universal Credit. In addition, Barnet Homes' in-house Income Collection Service takes a proactive, supportive approach to preventing rent arrears and offering financial inclusion through money advice, referrals for support, and assistance in maximising income (through benefit claims, or advice on management of other debts, for example).

## Sign-off

### 9. Sign off and approval by Head of Service / Strategic lead<sup>24</sup>

Name	Job title
Shaun McLean	Group Director of Resources, Barnet Homes

<input checked="" type="checkbox"/> Tick this box to indicate that you have approved this EqIA	Date of approval: 14/12/22
<input type="checkbox"/> Tick this box to indicate if EqIA has been published Date EqIA was published: ..... Embed link to published EqIA:	Date of next review: Nov 2023

## Footnotes: guidance for completing the EqIA template

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<sup>1</sup> The following principles explain what we must do to fulfil our duties under the Equality Act when considering any new policy or change to services. They must all be met or the EqIA (and any decision based on it) may be open to challenge:

- **Knowledge:** everyone working for the council must be aware of our equality duties and apply them appropriately
- **Timeliness:** the duty applies at the time of considering proposals and before a final decision is taken
- **Real Consideration:** the duty must be an integral and rigorous part of your decision-making and must influence the process.
- **Sufficient Information:** you must assess what information you have and what is needed to give proper consideration.
- **No delegation:** the council is responsible for ensuring that anyone who provides services on our behalf complies with the equality duty.
- **Review:** the equality duty is a continuing duty – it continues after proposals are implemented/reviewed.
- **Proper Record Keeping:** we must keep records of the process and the impacts identified.

### <sup>2</sup> Our duties under the Equality Act 2010

The council has a legal duty under this Act to show that we have identified and considered the impact and potential impact of our activities on all people with ‘protected characteristics’ (see end notes 9-19 for details of the nine protected characteristics). This applies to policies, services (including commissioned services), and our employees.

We use this template to do this and evidence our consideration. You must give ‘due regard’ (pay conscious attention) to the need to:

- **Avoid, reduce or minimise negative impact:** if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately.
- **Promote equality of opportunity:** by
  - Removing or minimising disadvantages suffered by people with a protected characteristic
  - Taking steps to meet the needs of these groups
  - Encouraging people with protected characteristics to participate in public life or any other activity where participation is disproportionately low
  - Consider if there is a need to treat disabled people differently, including more favourable treatment where necessary
- **Foster good relations between people who share a protected characteristic and those who don’t:** e.g. by promoting understanding.

### <sup>3</sup> EqIAs should always be proportionate to:

- The size of the service or scope of the policy/strategy
- The resources involved
- The size of the likely impact – e.g. the numbers of people affected and their vulnerability

The greater the potential adverse impact of the proposal on a protected group (e.g. disabled people) and the more vulnerable the group is, the more thorough and demanding the process required by the Act will be. Unless they contain sensitive data – EqIAs are public documents. They are published with Cabinet papers, Panel papers and public consultations. They are available on request.

### <sup>4</sup> When to complete an EqIA:

- When developing a new policy, strategy, or service
- When reviewing an existing service, policy or strategy



- 
- When making changes that will affect front-line services
  - When amending budgets which may affect front-line services
  - When changing the way services are funded and this may impact the quality of the service and who can access it
  - When making a decision that could have a different impact on different groups of people
  - When making staff redundant or changing their roles

Wherever possible, build the EqIA into your usual planning and review processes.

**Also consider:**

- Is the policy, decision or service likely to be relevant to any people because of their protected characteristics?
- How many people is it likely to affect?
- How significant are its impacts?
- Does it relate to an area where there are known inequalities?
- How vulnerable are the people who will be affected?

If there are potential impacts on people but you decide not to complete an EqIA you should document your reasons why.

<sup>5</sup> **Title of EqIA:** This should clearly explain what service / policy / strategy / change you are assessing.

<sup>6</sup> **Focus of EqIA:** A member of the public should have a good understanding of the proposals being assessed by the EqIA after reading this section. Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EqIA)'

This section should explain what you are assessing:

- What are the main aims or purpose of the proposed change?
- Who implements, carries out or delivers the service or function in the proposal? Please state where this is more than one person or group, and where other organisations deliver it under procurement or partnership arrangements.
- How does it fit with other services?
- Who is affected by the service, or by how it is delivered? Who are the external and internal service-users, groups, or communities?
- What outcomes do you want to achieve, why and for whom? E.g.: what do you want to provide, what changes or improvements, and what should the benefits be?
- What do existing or previous inspections of the service tell you?
- What is the reason for the proposed change (financial, service, legal etc)? The Act requires us to make these clear.

<sup>7</sup> **Data & Information:** Your EqIA needs to be informed by data. You should consider the following:

- What data is relevant to the impact on protected groups is available? (is there an existing EqIA?, local service data, national data, community data, similar proposal in another local authority).
- What further evidence is needed and how can you get it? (e.g. further research or engagement with the affected groups).
- What do you know from service/local data about needs, access and outcomes? Focus on each characteristic in turn.
- What might any local demographic changes or trends mean for the service or function? Also consider national data if appropriate.
- Does data/monitoring show that any policies or practices create particular problems or difficulties for any group(s)?

- 
- Is the service having a positive or negative effect on particular people or groups in the community?

**<sup>8</sup> What have people told you about the service, function, area?**

- Use service user feedback, complaints, audits
- Conduct specific consultation or engagement and use the results
- Are there patterns or differences in what people from different groups tell you?
- Remember, you must consult appropriately and in an inclusive way with those likely to be affected to fulfil the equality duty.
- You can read LBB [Consultation and Engagement toolkit](#) for full advice or contact the Consultation and Research Manager, [rosie.evangelou@barnet.gov.uk](mailto:rosie.evangelou@barnet.gov.uk) for further advise

<sup>9</sup> **Age:** People of all ages, but consider in particular children and young people, older people and carers, looked after children and young people leaving care. Also consider working age people.

<sup>10</sup> **Disability:** When looking at disability, consideration should be given to people with different types of impairments: physical (including mobility), learning, aural or sensory (including hearing and vision impairment), visible and non-visible impairment. Consideration should also be given to: people with HIV, people with mental health needs and people with drug and alcohol problems. People with conditions such as diabetes and cancer and some other health conditions also have protection under the Equality Act 2010.

<sup>11</sup> **Gender Reassignment:** In the Act, a transgender person is someone who proposes to, starts or has completed a process to change their gender. A person does not need to be under medical supervision to be protected. Consider transgender people, transsexual people and transvestites.

<sup>12</sup> **Marriage and Civil Partnership:** consider married people and civil partners.

<sup>13</sup> **Pregnancy and Maternity:** When looking at pregnancy and maternity, give consideration to pregnant women, breastfeeding mothers, part-time workers, women with caring responsibilities, women who are lone parents and parents on low incomes, women on maternity leave and 'keeping in touch' days.

<sup>14</sup> **Race/Ethnicity:** Apart from the common ethnic groups, consideration should also be given to Traveller communities, people of other nationalities outside Britain who reside here, refugees and asylum seekers and speakers of other languages.

<sup>15</sup> **Religion and Belief:** Religion includes any religion with a clear structure and belief system. As a minimum you should consider the most common religious groups (Christian, Muslim, Hindu, Jews, Sikh, Buddhist) and people with no religion or philosophical beliefs.

<sup>16</sup> **Sex/Gender:** Consider girls and women, boys and men, married people, civil partners, part-time workers, carers (both of children with disabilities and older cares), parents (mothers and fathers), in particular lone parents and parents on low incomes.

<sup>17</sup> **Sexual Orientation:** The Act protects bisexual, heterosexual, gay and lesbian people.

<sup>18</sup> **Other relevant groups:** You should consider the impact on our service users in other related areas.

<sup>19</sup> **Impact:** Your EqIA must consider fully and properly actual and potential impacts against each protected characteristic:

- The equality duty does not stop changes, but means we must fully consider and address the anticipated impacts on people.
- Be accurate and transparent, but also realistic: don't exaggerate speculative risks and negative impacts.

- 
- Be detailed and specific where you can so decision-makers have a concrete sense of potential effects.
  - Questions to ask when assessing whether and how the proposals impact on service users, staff and the wider community:
    - Are one or more protected groups affected differently and/or disadvantaged? How, and to what extent?
    - Is there evidence of higher/lower uptake of a service among different groups? Which, and to what extent?
    - Does the project relate to an area with known inequalities (where national evidence or previous research is available)?
    - If there are likely to be different impacts on different groups, is that consistent with the overall objective?
    - If there is negative differential impact, how can you minimise that while taking into account your overall aims?
  - Do the effects amount to unlawful discrimination? If so the plan **must** be modified.
  - Does it relate to an area where equality objectives have been set by LBB in our [Barnet 2024 Plan](#) and our [Strategic Equality Objective](#)?

#### <sup>20</sup> **Cumulative Impact**

You will need to look at whether a single decision or series of decisions might have a greater negative impact on a specific group and at ways in which negative impacts across the council might be minimised or avoided.

#### <sup>21</sup> **Mitigating actions**

- Consider mitigating actions that specifically address the impacts you've identified and show how they will remove, reduce or avoid any negative impacts
- Explain clearly what any mitigating measures are, and the extent to which you think they will reduce or remove the adverse effect
- Will you need to communicate or provide services in different ways for different groups in order to create a 'level playing field'?
- State how you can maximise any positive impacts or advance equality of opportunity.
- If you do not have sufficient equality information, state how you can fill the gaps.


<sup>22</sup> **Monitoring:** The Equality Duty is an ongoing duty: policies must be kept under review, continuing to give 'due regard' to the duty. If an assessment of a broad proposal leads to more specific proposals, then further monitoring, equality assessment, and consultation are needed.

#### <sup>23</sup> **Outcome:**

- Make a frank and realistic assessment of the overall extent to which the negative impacts can be reduced or avoided by the mitigating measures. Also explain what positive impacts will result from the actions and how you can make the most of these.
- Make it clear if a change is needed to the proposal itself. Is further engagement, research or monitoring needed?
- Make it clear if, as a result of the analysis, the policy/proposal should be stopped.

<sup>24</sup> **Sign off:** You will need to ensure the EqIA is signed off by your Head of Service, agree whether the EqIA will be published, and agree when the next review date for the EqIA will be.

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	<h2>Cabinet</h2>
<b>Title</b>	Amendment to The Barnet Group Articles
<b>Date of meeting</b>	16 January 2024
<b>Report of</b>	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes and Regeneration
<b>Wards</b>	None specific
<b>Status</b>	Public
<b>Key</b>	Non key
<b>Urgent</b>	No
<b>Appendices</b>	Appendix A – The Barnet Group Covering Note Appendix B – The Barnet Group Articles
<b>Lead Officer</b>	Susan Curran
<b>Officer Contact Details</b>	<p>Susan Curran, Head of Housing and Regeneration, London Borough of Barnet, <a href="mailto:susan.curran@barnet.gov.uk">susan.curran@barnet.gov.uk</a></p> <p>Shaun McLean, Group Director, Resources, The Barnet Group, <a href="mailto:shaun.mclean@barnethomes.org">shaun.mclean@barnethomes.org</a></p>
<b>Summary</b>	
<p>The Barnet Group (TBG) has recently reviewed the TBG articles as part of its commitment to high quality governance and would like to recommend some beneficial amendments.</p> <p>The articles currently filed with Companies House were amended in 2015 to be almost entirely aligned with the Terms of Reference. This means that each time the Terms of Reference (ToR) are</p>	

amended, potentially the Articles will also require amendment and then to be re-filed with Companies House.

It is proposed to adopt the Companies House model articles relevant to the Company, excluding where a section is not permitted via the shareholder agreement with the Council (such as issuing shares or appointing the Board Chair). The model articles have also been reviewed to ensure that the Terms of Reference are never 'less than' the requirements of the Model Articles (which is the suggested minimum levels of governance by Companies House). This means where future Terms of Reference requirements are greater than but not less than the Articles, any amendments would not need to be notified to Companies House.

There are some clauses in the model articles that are not applicable to our circumstances and those will not be adopted.

## Recommendations

**That Cabinet:**

- 1. Note the report and The Barnet Group Covering Note at Appendix A.**
- 2. delegate authority for approval of the amendments to The Barnet Group Articles as set out in Appendix B to the Deputy Chief Executive.**
- 3. delegate broader authority to the Deputy Chief Executive to act as the shareholder representative for The Barnet Group to consider and agree reserved matters (set out in Schedule 2 of the Shareholder's Agreement dated 2nd February 2016) on behalf of the Council.**

### 1. Reasons for the Recommendations

- 1.1 If the Terms of Reference (ToR) and Articles mimic one another, this means that should the business wish to make an amendment to the (ToR), it may also need to amend the relevant article.
- 1.2 It is proposed to adopt the Companies House model articles relevant to the Company, excluding where a section is not permitted via the shareholder agreement with the Council (such as issuing shares or appointing the Board Chair). The model articles have also been reviewed to ensure that the Terms of Reference are never 'less than' the requirements of the Model Articles (which is the suggested minimum levels of governance by Companies House). As such if the Company complies with its own Terms of Reference, it will be, by definition be compliant with the Articles and thus Companies House requirements. This will also mean where future Terms of Reference requirements are greater than or not less than the Articles, any amendments would not need to be notified to Companies House.
- 1.3 There are some clauses in the model articles that are not applicable to our circumstances and those will not be adopted.

1.4 In accordance with the Barnet Group's Shareholders Agreement, varying the Articles is a Reserved Matter and can only be varied with the express authorisation of the Council.

1.5 A summary of the Model Articles clauses and whether they will be adopted or not as part of the Barnet Group's revised Articles is set out below.

Para		TBG
1	Defined terms	✓
2	Liability of members	✓
3	Directors' general authority	✓
4	Shareholders' reserve power	✓
5	Directors may delegate	* shareholder agreement limits
6	Committees	✓
7	Directors to take decisions collectively	* partly
8	Unanimous decisions	* impacts use of Convene
9	Calling a directors' meeting	✓
10	Participation in directors' meetings	✓
11	Quorum for directors' meetings	✓
12	Chairing of directors' meetings	* shareholder agreement limits
13	Casting vote	✓
14	Conflicts of interest	✓
15	Records of decisions to be kept	✓
16	Directors' discretion to make further rules	* shareholder agreement limits
17	Methods of appointing directors	✓
18	Termination of director's appointment	✓
19	Directors' remuneration	✓
20	Directors' expenses	✓
21	All shares to be fully paid up	✓
22	Powers to issue different classes of share	* shareholder agreement limits
23	Company not bound by less than absolute interests	✓
24	Share certificates	✓

25	Replacement share certificates	✓
26	Share transfers	✓
27	Transmission of shares	✓
28	Exercise of transmitters' rights	✓
29	Transmitters bound by prior notices	✓
30	Procedure for declaring dividends	✗ shareholder agreement limits
31	Payment of dividends and other distributions	✗ shareholder agreement limits
32	No interest on distributions	✓
33	Unclaimed distributions	✓
34	Non-cash distributions	✗ shareholder agreement limits
35	Waiver of distributions	✓
36	Authority to capitalise and appropriation of capitalised sums	✗ shareholder agreement limits
37	Attendance and speaking at general meetings	✓
38	Quorum for general meetings	✗ shareholder agreement limits
39	Chairing general meetings	✗ shareholder agreement limits
40	Attendance and speaking by directors and non-shareholders	✓
41	Adjournment	✓
42	Voting: general	✓
43	Errors and disputes	✓
44	Poll votes	✓
45	Content of proxy notices	✓
46	Delivery of proxy notices	✓
47	Amendments to resolutions	✓
48	Means of communication to be used	✓
49	Company seals	✓
50	No right to inspect accounts and other records	✗ shareholder agreement specifies
51	Provision for employees on cessation of business	✓
52	Indemnity	✓
53	Insurance	✓



1.5 The original articles are available on Companies House. Amended Articles are included at appendix B with tracked changes.

## **2. Alternative Options Considered and Not Recommended**

2.1 The Articles could be amended to ‘mimic’ the Terms of Reference but that would not be best practice of Companies House.

## **3. Post Decision Implementation**

3.1 If the recommendation is approved, the updated Articles will be submitted to Companies House. The new Articles will then be adhered to moving forward, by adherence to the Terms of Reference.

## **4. Corporate Priorities, Performance and Other Considerations**

4.1 The amended Articles will support The Barnet Group’s strategies and overall performance. This amendment will also reduce the risk of the Articles filed with Companies House not being adhered to and contributes to the engaged and effective council element of the Corporate Plan.

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

N/A

## **6. Legal Implications and Constitution References**

6.1 The Barnet Group is a company wholly owned by the Council and referred to as a Teckal Company. The Shareholders agreement (‘SHA’) governs the relationship between the Council and the Barnet Group. Schedule 2 of the SHA sets out a number of decisions that are categorised as ‘Reserved Matters’, this includes *“Varying in any respect the articles.”* The SHA states that: -

*“insofar as a matter is a Reserved Matter relating to Group Holdco [Group Holdco means The Barnet Group LTD] ... shall not make any decision in relation to, or undertake, that Reserved Matter except with the prior written consent or the subsequent ratification of the Council as stipulated in Schedule 2”;*

Therefore the Barnet Group or any of the Council’s other Teckal Companies (which includes YCB and Barnet Homes) cannot take any decisions in relation to Reserved matters without either prior approval from the Council or subsequent ratification. The SHA further provides in relation to Reserved Matters that;

*“in each case such consent from the Council shall be sought and processed in accordance with a scheme of delegation to be agreed by the parties acting reasonably with the intention to facilitate decisions being given by the Council as quickly as reasonably practicable.”*

At present no general scheme of delegation has been put in place by the Council which would facilitate the taking of decisions which are Reserved Matters in an efficient manner.

6.2 Under the Council’s Constitution, Part 2D, the Cabinet has the authority to 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. It is also responsible for the following functions:

- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the 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;

The Cabinet therefore has the authority to approve such a delegation to the Deputy Chief Executive, to approve the amendments to the articles and to take future decisions on Reserved Matters on behalf of the Council and who would act as the Council’s representative.

## **7. Consultation**

N/A

## **8. Equalities and Diversity**

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.

## **9. Background Papers**

None.

**THE COMPANIES ACT 2006**  
**PRIVATE COMPANY LIMITED BY SHARES**  
**RESOLUTION IN WRITING**  
**OF**  
**THEBARNETGROUP LIMITED**  
**Registered number 07873964**  
**(the Company)**

Circulated on

2024 (the **Circulation Date**)

Pursuant to Chapter 2 of Part 13 of the Companies Act 2006, the directors of the Company propose that the resolution below is passed as a special resolution (the **Resolution**).

**SPECIAL RESOLUTION**

**THAT** the regulations attached to the Resolution be adopted as the articles of association of the Company in substitution for and to the exclusion of the current articles of association.

## AGREEMENT

Please read the notes at the end of this document before signifying your agreement to the Resolution.

The undersigned, being the sole eligible member of the Company entitled to vote on the Resolution on the Circulation Date, hereby irrevocable agrees to the Resolution.

## THE COMMON SEAL of THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF BARNET

was hereunto affixed in the presence of:

Authorised Signatory

Authorised Signatory

## NOTES

- 1 To signify your agreement to the Resolution, please sign and date where indicated and return the document to the Company at the registered office by one of the following methods:

**By hand** delivering the signed document to the company at the registered office

**Post** returning the signed document addressed to the company at the registered office

- 2 Once you have indicated your agreement to the Resolution, you may not revoke your agreement.
- 3 The Resolution will lapse unless it is passed by the end of the period of 28 days beginning with the Circulation Date.
- 4 If you are signing this document on behalf of a person under a power of attorney or other authority please send a copy of the relevant power of attorney or authority when returning this document.

MODEL ARTICLES FOR PRIVATE COMPANIES LIMITED  
BY SHARES

THEBARNETGROUP LIMITED

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PART 1  
INTERPRETATION AND LIMITATION OF LIABILITY

**Defined terms**

1. In the articles, unless the context requires otherwise—
  - “articles” means the company’s articles of association;
  - “bankruptcy” includes individual insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland which have an effect similar to that of bankruptcy;
  - “chairman” has the meaning given in article 12;
  - “chairman of the meeting” has the meaning given in article 39;
  - “Companies Acts” means the Companies Acts (as defined in section 2 of the Companies Act 2006), in so far as they apply to the company;
  - “director” means a director of the company, and includes any person occupying the position of director, by whatever name called;
  - “distribution recipient” has the meaning given in article 31;
  - “document” includes, unless otherwise specified, any document sent or supplied in electronic form;
  - “electronic form” has the meaning given in section 1168 of the Companies Act 2006;
  - “fully paid” in relation to a share, means that the nominal value and any premium to be paid to the company in respect of that share have been paid to the company;
  - “hard copy form” has the meaning given in section 1168 of the Companies Act 2006;
  - “holder” in relation to shares means the person whose name is entered in the register of members as the holder of the shares;
  - “instrument” means a document in hard copy form;
  - “ordinary resolution” has the meaning given in section 282 of the Companies Act 2006;
  - “paid” means paid or credited as paid;

“participate”, in relation to a directors’ meeting, has the meaning given in article 10;

“proxy notice” has the meaning given in article 45;

“shareholder” means a person who is the holder of a share;

“shares” means shares in the company;

“special resolution” has the meaning given in section 283 of the Companies Act 2006;

“subsidiary” has the meaning given in section 1159 of the Companies Act 2006;

“transmittee” means a person entitled to a share by reason of the death or bankruptcy of a

shareholder or otherwise by operation of law; and

“writing” means the representation or reproduction of words, symbols or other information in a visible form by any method or combination of methods, whether sent or supplied in electronic form or otherwise.

Unless the context otherwise requires, other words or expressions contained in these articles bear the same meaning as in the Companies Act 2006 as in force on the date when these articles become binding on the company.

### **Liability of members**

2. The liability of the members is limited to the amount, if any, unpaid on the shares held by them.

## **PART 2**

### **DIRECTORS**

#### **DIRECTORS’ POWERS AND RESPONSIBILITIES**

#### **Directors’ general authority**

3. Subject to the articles, the directors are responsible for the management of the company’s business, for which purpose they may exercise all the powers of the company.

#### **Shareholders’ reserve power**

- 4.—(1) The shareholders may, by special resolution, direct the directors to take, or refrain from taking, specified action.  
(2) No such special resolution invalidates anything which the directors have done before the passing of the resolution.

#### **Directors may delegate**



~~5.—(1) Subject to the articles, the directors may delegate any of the powers which are conferred on them under the articles—~~

- ~~(a) to such person or committee;~~
- ~~(b) by such means (including by power of attorney);~~
- ~~(c) to such an extent;~~
- ~~(d) in relation to such matters or territories; and~~
- ~~(e) on such terms and conditions;~~

~~as they think fit.~~

~~(2) If the directors so specify, any such delegation may authorise further delegation of the~~

~~directors' powers by any person to whom they are delegated.~~

~~(3) The directors may revoke any delegation in whole or part, or alter its terms and conditions.~~

### **Committees**

6.—(1) Committees to which the directors delegate any of their powers must follow procedures which are based as far as they are applicable on those provisions of the articles which govern the taking of decisions by directors.

(2) The directors may make rules of procedure for all or any committees, which prevail over rules derived from the articles if they are not consistent with them.

## **DECISION-MAKING BY DIRECTORS**

### **Directors to take decisions collectively**

7.—(1) The general rule about decision-making by directors is that any decision of the directors must be ~~either a majority decision at a meeting or a decision taken in accordance with article 8.~~

(2) If—

- (a) the company only has one director, and
- (b) no provision of the articles requires it to have more than one director,

the general rule does not apply, and the director may take decisions without regard to any of the provisions of the articles relating to directors' decision-making.

### **Unanimous decisions**

~~8.—(1) A decision of the directors is taken in accordance with this article when all eligible directors indicate to each other by any means that they share a common view on a matter.~~

~~(2) Such a decision may take the form of a resolution in writing, copies of which have been signed by each eligible director or to which each eligible director has otherwise indicated agreement in writing.~~

~~(3) References in this article to eligible directors are to directors who would have been entitled to vote on the matter had it been proposed as a resolution at a directors' meeting.~~

~~(4) A decision may not be taken in accordance with this article if the eligible directors would not have formed a quorum at such a meeting.~~

### **Calling a directors' meeting**

- 9.—(1) Any director may call a directors' meeting by giving notice of the meeting to the directors or by authorising the company secretary (if any) to give such notice.
- (2) Notice of any directors' meeting must indicate—
- (a) its proposed date and time;
  - (b) where it is to take place; and
  - (c) if it is anticipated that directors participating in the meeting will not be in the same place, how it is proposed that they should communicate with each other during the meeting.
- (3) Notice of a directors' meeting must be given to each director, but need not be in writing.
- (4) Notice of a directors' meeting need not be given to directors who waive their entitlement to notice of that meeting, by giving notice to that effect to the company not more than 7 days after the date on which the meeting is held. Where such notice is given after the meeting has been held, that does not affect the validity of the meeting, or of any business conducted at it.

### **Participation in directors' meetings**

- 10.—(1) Subject to the articles, directors participate in a directors' meeting, or part of a directors' meeting, when—
- (a) the meeting has been called and takes place in accordance with the articles, and
  - (b) they can each communicate to the others any information or opinions they have on any particular item of the business of the meeting.
- (2) In determining whether directors are participating in a directors' meeting, it is irrelevant where any director is or how they communicate with each other.
- (3) If all the directors participating in a meeting are not in the same place, they may decide that the meeting is to be treated as taking place wherever any of them is.

### **Quorum for directors' meetings**

- 11.—(1) At a directors' meeting, unless a quorum is participating, no proposal is to be voted on, except a proposal to call another meeting.
- (2) The quorum for directors' meetings may be fixed from time to time by a decision of the directors, but it must never be less than two, and unless otherwise fixed it is two.
- (3) If the total number of directors for the time being is less than the quorum required, the directors must not take any decision other than a decision—
- (a) to appoint further directors, or
  - (b) to call a general meeting so as to enable the shareholders to appoint further directors.

### **~~Chairing of directors' meetings~~**

- ~~12.—(1) The directors may appoint a director to chair their meetings.~~

- ~~(2) The person so appointed for the time being is known as the chairman.~~  
~~(3) The directors may terminate the chairman's appointment at any time.~~  
~~(4) If the chairman is not participating in a directors' meeting within ten minutes of the time at which it was to start, the participating directors must appoint one of themselves to chair it.~~

### **Casting vote**

**13.**—(1) If the numbers of votes for and against a proposal are equal, the chairman or other director chairing the meeting has a casting vote.

(2) But this does not apply if, in accordance with the articles, the chairman or other director is not to be counted as participating in the decision-making process for quorum or voting purposes.

### **Conflicts of interest**

**14.**—(1) If a proposed decision of the directors is concerned with an actual or proposed transaction or arrangement with the company in which a director is interested, that director is not to be counted as participating in the decision-making process for quorum or voting purposes.

(2) But if paragraph (3) applies, a director who is interested in an actual or proposed transaction or arrangement with the company is to be counted as participating in the decision-making process for quorum and voting purposes.

(3) This paragraph applies when—

(a) the company by ordinary resolution disapplies the provision of the articles which would otherwise prevent a director from being counted as participating in the decision-making process;

(b) the director's interest cannot reasonably be regarded as likely to give rise to a conflict of interest; or

(c) the director's conflict of interest arises from a permitted cause.

(4) For the purposes of this article, the following are permitted causes—

(a) a guarantee given, or to be given, by or to a director in respect of an obligation incurred by or on behalf of the company or any of its subsidiaries;

(b) subscription, or an agreement to subscribe, for shares or other securities of the company or any of its subsidiaries, or to underwrite, sub-underwrite, or guarantee subscription for any such shares or securities; and

(c) arrangements pursuant to which benefits are made available to employees and directors or former employees and directors of the company or any of its subsidiaries which do not provide special benefits for directors or former directors.

(5) For the purposes of this article, references to proposed decisions and decision-making

processes include any directors' meeting or part of a directors' meeting.

(6) Subject to paragraph (7), if a question arises at a meeting of directors or of a committee of directors as to the right of a director to participate in the meeting (or part of the meeting) for voting or quorum purposes, the question may, before the conclusion of the meeting, be referred to the chairman whose ruling in relation to any director other than the chairman is to be final and conclusive.

(7) If any question as to the right to participate in the meeting (or part of the meeting) should arise in respect of the chairman, the question is to be decided by a decision of the directors at that meeting, for which purpose the chairman is not to be counted as participating in the meeting (or that part of the meeting) for voting or quorum purposes.

### **Records of decisions to be kept**

15. The directors must ensure that the company keeps a record, in writing, for at least 10 years from the date of the decision recorded, of every unanimous or majority decision taken by the directors.

### **Directors' discretion to make further rules**

~~16. Subject to the articles, the directors may make any rule which they think fit about how they take decisions, and about how such rules are to be recorded or communicated to directors.~~

## APPOINTMENT OF DIRECTORS

### **Methods of appointing directors**

17.—(1) Any person who is willing to act as a director, and is permitted by law to do so, may be appointed to be a director—

- (a) by ordinary resolution, or
- (b) by a decision of the directors.

(2) In any case where, as a result of death, the company has no shareholders and no directors, the personal representatives of the last shareholder to have died have the right, by notice in writing, to appoint a person to be a director.

(3) For the purposes of paragraph (2), where 2 or more shareholders die in circumstances

rendering it uncertain who was the last to die, a younger shareholder is deemed to have survived an older shareholder.

### **Termination of director's appointment**

18. A person ceases to be a director as soon as—

- (a) that person ceases to be a director by virtue of any provision of the Companies Act 2006 or is prohibited from being a director by law;
- (b) a bankruptcy order is made against that person;
- (c) a composition is made with that person's creditors generally in satisfaction of that person's debts;
- (d) a registered medical practitioner who is treating that person gives a written opinion to the company stating that that person has become physically or mentally incapable of acting as a director and may remain so for more than three months;
- (e) *[paragraph omitted pursuant to The Mental Health (Discrimination) Act 2013]*

(f) notification is received by the company from the director that the director is resigning from office, and such resignation has taken effect in accordance with its terms.

### **Directors' remuneration**

- 19.**—(1) Directors may undertake any services for the company that the directors decide.
- (2) Directors are entitled to such remuneration as the directors determine—
- (a) for their services to the company as directors, and
  - (b) for any other service which they undertake for the company.
- (3) Subject to the articles, a director's remuneration may—
- (a) take any form, and
  - (b) include any arrangements in connection with the payment of a pension, allowance or gratuity, or any death, sickness or disability benefits, to or in respect of that director.
- (4) Unless the directors decide otherwise, directors' remuneration accrues from day to day.
- (5) Unless the directors decide otherwise, directors are not accountable to the company for any remuneration which they receive as directors or other officers or employees of the company's subsidiaries or of any other body corporate in which the company is interested.

### **Directors' expenses**

- 20.** The company may pay any reasonable expenses which the directors properly incur in connection with their attendance at—
- (a) meetings of directors or committees of directors,
  - (b) general meetings, or
  - (c) separate meetings of the holders of any class of shares or of debentures of the company, or otherwise in connection with the exercise of their powers and the discharge of their responsibilities in relation to the company.

## **PART 3**

### **SHARES AND DISTRIBUTIONS**

#### **SHARES**

#### **All shares to be fully paid up**

- 21.**—(1) No share is to be issued for less than the aggregate of its nominal value and any premium to be paid to the company in consideration for its issue.
- (2) This does not apply to shares taken on the formation of the company by the subscribers to the company's memorandum.

### **Powers to issue different classes of share**

~~22.—(1) Subject to the articles, but without prejudice to the rights attached to any existing share, the company may issue shares with such rights or restrictions as may be determined by ordinary resolution.~~

~~(2) The company may issue shares which are to be redeemed, or are liable to be redeemed at the option of the company or the holder, and the directors may determine the terms, conditions and manner of redemption of any such shares.~~

### **Company not bound by less than absolute interests**

23. Except as required by law, no person is to be recognised by the company as holding any share upon any trust, and except as otherwise required by law or the articles, the company is not in any way to be bound by or recognise any interest in a share other than the holder's absolute ownership of it and all the rights attaching to it.

### **Share certificates**

24.—(1) The company must issue each shareholder, free of charge, with one or more certificates in respect of the shares which that shareholder holds.

(2) Every certificate must specify—

- (a) in respect of how many shares, of what class, it is issued;
- (b) the nominal value of those shares;
- (c) that the shares are fully paid; and
- (d) any distinguishing numbers assigned to them.

(3) No certificate may be issued in respect of shares of more than one class.

(4) If more than one person holds a share, only one certificate may be issued in respect of it.

(5) Certificates must—

- (a) have affixed to them the company's common seal, or
- (b) be otherwise executed in accordance with the Companies Acts.

### **Replacement share certificates**

25.—(1) If a certificate issued in respect of a shareholder's shares is—

- (a) damaged or defaced, or
- (b) said to be lost, stolen or destroyed, that shareholder is entitled to be issued with a replacement certificate in respect of the same shares.

(2) A shareholder exercising the right to be issued with such a replacement certificate—

- (a) may at the same time exercise the right to be issued with a single certificate or separate certificates;
- (b) must return the certificate which is to be replaced to the company if it is damaged or defaced; and
- (c) must comply with such conditions as to evidence, indemnity and the payment of a reasonable fee as the directors decide.

## **Share transfers**

**26.**—(1) Shares may be transferred by means of an instrument of transfer in any usual form or any other form approved by the directors, which is executed by or on behalf of the transferor.

(2) No fee may be charged for registering any instrument of transfer or other document relating to or affecting the title to any share.

(3) The company may retain any instrument of transfer which is registered.

(4) The transferor remains the holder of a share until the transferee's name is entered in the register of members as holder of it.

(5) The directors may refuse to register the transfer of a share, and if they do so, the instrument of transfer must be returned to the transferee with the notice of refusal unless they suspect that the proposed transfer may be fraudulent.

## **Transmission of shares**

**27.**—(1) If title to a share passes to a transmittee, the company may only recognise the transmittee as having any title to that share.

(2) A transmittee who produces such evidence of entitlement to shares as the directors may properly require—

(a) may, subject to the articles, choose either to become the holder of those shares or to have them transferred to another person, and

(b) subject to the articles, and pending any transfer of the shares to another person, has the same rights as the holder had.

(3) But transmittees do not have the right to attend or vote at a general meeting, or agree to a proposed written resolution, in respect of shares to which they are entitled, by reason of the holder's death or bankruptcy or otherwise, unless they become the holders of those shares.

## **Exercise of transmittees' rights**

**28.**—(1) Transmittees who wish to become the holders of shares to which they have become entitled must notify the company in writing of that wish.

(2) If the transmittee wishes to have a share transferred to another person, the transmittee must execute an instrument of transfer in respect of it.

(3) Any transfer made or executed under this article is to be treated as if it were made or

executed by the person from whom the transmittee has derived rights in respect of the share, and as if the event which gave rise to the transmission had not occurred.

## **Transmittees bound by prior notices**

**29.** If a notice is given to a shareholder in respect of shares and a transmittee is entitled to those shares, the transmittee is bound by the notice if it was given to the shareholder before the transmittee's name has been entered in the register of members.

## **DIVIDENDS AND OTHER DISTRIBUTIONS**

## **Procedure for declaring dividends**

- 30.**—(1) The company may by ordinary resolution declare dividends, and the directors may decide to pay interim dividends.
- (2) A dividend must not be declared unless the directors have made a recommendation as to its amount. Such a dividend must not exceed the amount recommended by the directors.
- (3) No dividend may be declared or paid unless it is in accordance with shareholders' respective rights.
- (4) Unless the shareholders' resolution to declare or directors' decision to pay a dividend, or the terms on which shares are issued, specify otherwise, it must be paid by reference to each shareholder's holding of shares on the date of the resolution or decision to declare or pay it.
- (5) If the company's share capital is divided into different classes, no interim dividend may be paid on shares carrying deferred or non-preferred rights if, at the time of payment, any preferential dividend is in arrear.
- (6) The directors may pay at intervals any dividend payable at a fixed rate if it appears to them that the profits available for distribution justify the payment.
- (7) If the directors act in good faith, they do not incur any liability to the holders of shares conferring preferred rights for any loss they may suffer by the lawful payment of an interim dividend on shares with deferred or non-preferred rights.

## **Payment of dividends and other distributions**

- 31.**—(1) Where a dividend or other sum which is a distribution is payable in respect of a share, it must be paid by one or more of the following means—
- (a) transfer to a bank or building society account specified by the distribution recipient either in writing or as the directors may otherwise decide;
  - (b) sending a cheque made payable to the distribution recipient by post to the distribution recipient at the distribution recipient's registered address (if the distribution recipient is a holder of the share), or (in any other case) to an address specified by the distribution recipient either in writing or as the directors may otherwise decide;
  - (c) sending a cheque made payable to such person by post to such person at such address as the distribution recipient has specified either in writing or as the directors may otherwise decide; or
  - (d) any other means of payment as the directors agree with the distribution recipient either in writing or by such other means as the directors decide.
- (2) In the articles, "the distribution recipient" means, in respect of a share in respect of which a dividend or other sum is payable—
- (a) the holder of the share; or
  - (b) if the share has two or more joint holders, whichever of them is named first in the register of members; or
  - (c) if the holder is no longer entitled to the share by reason of death or bankruptcy, or otherwise by operation of law, the transmittee.

## **No interest on distributions**



32. The company may not pay interest on any dividend or other sum payable in respect of a share unless otherwise provided by—
- (a) the terms on which the share was issued, or
  - (b) the provisions of another agreement between the holder of that share and the company.

### **Unclaimed distributions**

- 33.—(1) All dividends or other sums which are—
- (a) payable in respect of shares, and
  - (b) unclaimed after having been declared or become payable,
- may be invested or otherwise made use of by the directors for the benefit of the company until claimed.
- (2) The payment of any such dividend or other sum into a separate account does not make the company a trustee in respect of it.
- (3) If—
- (a) twelve years have passed from the date on which a dividend or other sum became due for payment, and
  - (b) the distribution recipient has not claimed it,
- the distribution recipient is no longer entitled to that dividend or other sum and it ceases to remain owing by the company.

### **Non-cash distributions**

- 34.—(1) ~~Subject to the terms of issue of the share in question, the company may, by ordinary resolution on the recommendation of the directors, decide to pay all or part of a dividend or other distribution payable in respect of a share by transferring non-cash assets of equivalent value (including, without limitation, shares or other securities in any company).~~
- (2) ~~For the purposes of paying a non-cash distribution, the directors may make whatever arrangements they think fit, including, where any difficulty arises regarding the distribution—~~
- ~~(a) fixing the value of any assets;~~
  - ~~(b) paying cash to any distribution recipient on the basis of that value in order to adjust the rights of recipients; and~~
  - ~~(c) vesting any assets in trustees.~~

### **Waiver of distributions**

35. Distribution recipients may waive their entitlement to a dividend or other distribution payable in respect of a share by giving the company notice in writing to that effect, but if—
- (a) the share has more than one holder, or
  - (b) more than one person is entitled to the share, whether by reason of the death or
- bankruptcy of one or more joint holders, or otherwise,
- the notice is not effective unless it is expressed to be given, and signed, by all the holders or persons otherwise entitled to the share.

## CAPITALISATION OF PROFITS

### Authority to capitalise and appropriation of capitalised sums

**36.**—(1) Subject to the articles, the directors may, if they are so authorised by an ordinary resolution—

(a) decide to capitalise any profits of the company (whether or not they are available for distribution) which are not required for paying a preferential dividend, or any sum standing to the credit of the company's share premium account or capital redemption reserve; and

(b) appropriate any sum which they so decide to capitalise (a "capitalised sum") to the persons who would have been entitled to it if it were distributed by way of dividend (the "persons entitled") and in the same proportions.

(2) Capitalised sums must be applied—

(a) on behalf of the persons entitled, and

(b) in the same proportions as a dividend would have been distributed to them.

(3) Any capitalised sum may be applied in paying up new shares of a nominal amount equal to the capitalised sum which are then allotted credited as fully paid to the persons entitled or as they may direct.

(4) A capitalised sum which was appropriated from profits available for distribution may be applied in paying up new debentures of the company which are then allotted credited as fully paid to the persons entitled or as they may direct.

(5) Subject to the articles the directors may—

(a) apply capitalised sums in accordance with paragraphs (3) and (4) partly in one way and partly in another;

(b) make such arrangements as they think fit to deal with shares or debentures becoming distributable in fractions under this article (including the issuing of fractional certificates or the making of cash payments); and

(c) authorise any person to enter into an agreement with the company on behalf of all the persons entitled which is binding on them in respect of the allotment of shares and debentures to them under this article.

## PART 4

### DECISION-MAKING BY SHAREHOLDERS

#### ORGANISATION OF GENERAL MEETINGS

### Attendance and speaking at general meetings

**37.**—(1) A person is able to exercise the right to speak at a general meeting when that person is in a position to communicate to all those attending the meeting, during the meeting, any information or opinions which that person has on the business of the meeting.

(2) A person is able to exercise the right to vote at a general meeting when—

- (a) that person is able to vote, during the meeting, on resolutions put to the vote at the meeting, and
  - (b) that person's vote can be taken into account in determining whether or not such resolutions are passed at the same time as the votes of all the other persons attending the meeting.
- (3) The directors may make whatever arrangements they consider appropriate to enable those attending a general meeting to exercise their rights to speak or vote at it.
- (4) In determining attendance at a general meeting, it is immaterial whether any two or more members attending it are in the same place as each other.
- (5) Two or more persons who are not in the same place as each other attend a general meeting if their circumstances are such that if they have (or were to have) rights to speak and vote at that meeting, they are (or would be) able to exercise them.

### **Quorum for general meetings**

~~38. No business other than the appointment of the chairman of the meeting is to be transacted at a general meeting if the persons attending it do not constitute a quorum.~~

### **Chairing general meetings**

- ~~39.—(1) If the directors have appointed a chairman, the chairman shall chair general meetings if present and willing to do so.~~
- ~~(2) If the directors have not appointed a chairman, or if the chairman is unwilling to chair the meeting or is not present within ten minutes of the time at which a meeting was due to start—~~
- ~~(a) the directors present, or~~
  - ~~(b) (if no directors are present), the meeting,~~
- ~~must appoint a director or shareholder to chair the meeting, and the appointment of the chairman of the meeting must be the first business of the meeting.~~
- ~~(3) The person chairing a meeting in accordance with this article is referred to as “the chairman of the meeting”.~~

### **Attendance and speaking by directors and non-shareholders**

- 40.—(1) Directors may attend and speak at general meetings, whether or not they are shareholders.
- (2) The chairman of the meeting may permit other persons who are not—
- (a) shareholders of the company, or
  - (b) otherwise entitled to exercise the rights of shareholders in relation to general meetings,
- to attend and speak at a general meeting.

### **Adjournment**

- 41.—(1) If the persons attending a general meeting within half an hour of the time at which the meeting was due to start do not constitute a quorum, or if during a meeting a quorum ceases to be present, the chairman of the meeting must adjourn it.

- (2) The chairman of the meeting may adjourn a general meeting at which a quorum is present if—
- (a) the meeting consents to an adjournment, or
  - (b) it appears to the chairman of the meeting that an adjournment is necessary to protect the safety of any person attending the meeting or ensure that the business of the meeting is conducted in an orderly manner.
- (3) The chairman of the meeting must adjourn a general meeting if directed to do so by the meeting.
- (4) When adjourning a general meeting, the chairman of the meeting must—
- (a) either specify the time and place to which it is adjourned or state that it is to continue at a time and place to be fixed by the directors, and
  - (b) have regard to any directions as to the time and place of any adjournment which have been given by the meeting.
- (5) If the continuation of an adjourned meeting is to take place more than 14 days after it was adjourned, the company must give at least 7 clear days' notice of it (that is, excluding the day of the adjourned meeting and the day on which the notice is given)—
- (a) to the same persons to whom notice of the company's general meetings is required to be given, and
  - (b) containing the same information which such notice is required to contain.
- (6) No business may be transacted at an adjourned general meeting which could not properly have been transacted at the meeting if the adjournment had not taken place.

## VOTING AT GENERAL MEETINGS

### **Voting: general**

**42.** A resolution put to the vote of a general meeting must be decided on a show of hands unless a poll is duly demanded in accordance with the articles.

### **Errors and disputes**

**43.—**(1) No objection may be raised to the qualification of any person voting at a general meeting except at the meeting or adjourned meeting at which the vote objected to is tendered, and every vote not disallowed at the meeting is valid.

(2) Any such objection must be referred to the chairman of the meeting, whose decision is final.

### **Poll votes**

**44.—**(1) A poll on a resolution may be demanded—

- (a) in advance of the general meeting where it is to be put to the vote, or
- (b) at a general meeting, either before a show of hands on that resolution or immediately after the result of a show of hands on that resolution is declared.

(2) A poll may be demanded by—

- (a) the chairman of the meeting;

- (b) the directors;
  - (c) two or more persons having the right to vote on the resolution; or
  - (d) a person or persons representing not less than one tenth of the total voting rights of all the shareholders having the right to vote on the resolution.
- (3) A demand for a poll may be withdrawn if—
- (a) the poll has not yet been taken, and
  - (b) the chairman of the meeting consents to the withdrawal.
- (4) Polls must be taken immediately and in such manner as the chairman of the meeting directs.

### **Content of proxy notices**

- 45.**—(1) Proxies may only validly be appointed by a notice in writing (a “proxy notice”) which—
- (a) states the name and address of the shareholder appointing the proxy;
  - (b) identifies the person appointed to be that shareholder’s proxy and the general meeting in relation to which that person is appointed;
  - (c) is signed by or on behalf of the shareholder appointing the proxy, or is authenticated in such manner as the directors may determine; and
  - (d) is delivered to the company in accordance with the articles and any instructions contained in the notice of the general meeting to which they relate.
- (2) The company may require proxy notices to be delivered in a particular form, and may specify different forms for different purposes.
- (3) Proxy notices may specify how the proxy appointed under them is to vote (or that the proxy is to abstain from voting) on one or more resolutions.
- (4) Unless a proxy notice indicates otherwise, it must be treated as—
- (a) allowing the person appointed under it as a proxy discretion as to how to vote on any ancillary or procedural resolutions put to the meeting, and
  - (b) appointing that person as a proxy in relation to any adjournment of the general meeting to which it relates as well as the meeting itself.

### **Delivery of proxy notices**

- 46.**—(1) A person who is entitled to attend, speak or vote (either on a show of hands or on a poll) at a general meeting remains so entitled in respect of that meeting or any adjournment of it, even though a valid proxy notice has been delivered to the company by or on behalf of that person.
- (2) An appointment under a proxy notice may be revoked by delivering to the company a notice in writing given by or on behalf of the person by whom or on whose behalf the proxy notice was given.
- (3) A notice revoking a proxy appointment only takes effect if it is delivered before the start of the meeting or adjourned meeting to which it relates.
- (4) If a proxy notice is not executed by the person appointing the proxy, it must be accompanied by written evidence of the authority of the person who executed it to execute it on the appointor’s behalf.

### **Amendments to resolutions**

- 47.—(1) An ordinary resolution to be proposed at a general meeting may be amended by ordinary resolution if—
- (a) notice of the proposed amendment is given to the company in writing by a person entitled to vote at the general meeting at which it is to be proposed not less than 48 hours before the meeting is to take place (or such later time as the chairman of the meeting may determine), and
  - (b) the proposed amendment does not, in the reasonable opinion of the chairman of the meeting, materially alter the scope of the resolution.
- (2) A special resolution to be proposed at a general meeting may be amended by ordinary resolution, if—
- (a) the chairman of the meeting proposes the amendment at the general meeting at which the resolution is to be proposed, and
  - (b) the amendment does not go beyond what is necessary to correct a grammatical or other non-substantive error in the resolution.
- (3) If the chairman of the meeting, acting in good faith, wrongly decides that an amendment to a resolution is out of order, the chairman's error does not invalidate the vote on that resolution.

## PART 5

### ADMINISTRATIVE ARRANGEMENTS

#### **Means of communication to be used**

- 48.—(1) Subject to the articles, anything sent or supplied by or to the company under the articles may be sent or supplied in any way in which the Companies Act 2006 provides for documents or information which are authorised or required by any provision of that Act to be sent or supplied by or to the company.
- (2) Subject to the articles, any notice or document to be sent or supplied to a director in connection with the taking of decisions by directors may also be sent or supplied by the means by which that director has asked to be sent or supplied with such notices or documents for the time being.
- (3) A director may agree with the company that notices or documents sent to that director in a particular way are to be deemed to have been received within a specified time of their being sent, and for the specified time to be less than 48 hours.

#### **Company seals**

- 49.—(1) Any common seal may only be used by the authority of the directors.
- (2) The directors may decide by what means and in what form any common seal is to be used.
- (3) Unless otherwise decided by the directors, if the company has a common seal and it is affixed to a document, the document must also be signed by at least one authorised person in the presence of a witness who attests the signature.
- (4) For the purposes of this article, an authorised person is—
- (a) any director of the company;
  - (b) the company secretary (if any); or

(c) any person authorised by the directors for the purpose of signing documents to which the common seal is applied.

#### **No right to inspect accounts and other records**

~~50. Except as provided by law or authorised by the directors or an ordinary resolution of the company, no person is entitled to inspect any of the company's accounting or other records or documents merely by virtue of being a shareholder.~~

#### **Provision for employees on cessation of business**

51. The directors may decide to make provision for the benefit of persons employed or formerly employed by the company or any of its subsidiaries (other than a director or former director or shadow director) in connection with the cessation or transfer to any person of the whole or part of the undertaking of the company or that subsidiary.

### **DIRECTORS' INDEMNITY AND INSURANCE**

#### **Indemnity**

52.—(1) Subject to paragraph (2), a relevant director of the company or an associated company may be indemnified out of the company's assets against—

- (a) any liability incurred by that director in connection with any negligence, default, breach of duty or breach of trust in relation to the company or an associated company,
- (b) any liability incurred by that director in connection with the activities of the company or an associated company in its capacity as a trustee of an occupational pension scheme (as defined in section 235(6) of the Companies Act 2006),
- (c) any other liability incurred by that director as an officer of the company or an associated company.

(2) This article does not authorise any indemnity which would be prohibited or rendered void by any provision of the Companies Acts or by any other provision of law.

(3) In this article—

- (a) companies are associated if one is a subsidiary of the other or both are subsidiaries of the same body corporate, and
- (b) a "relevant director" means any director or former director of the company or an associated company.

#### **Insurance**

53.—(1) The directors may decide to purchase and maintain insurance, at the expense of the company, for the benefit of any relevant director in respect of any relevant loss.

(2) In this article—

- (a) a "relevant director" means any director or former director of the company or an associated company,
- (b) a "relevant loss" means any loss or liability which has been or may be incurred by a relevant director in connection with that director's duties or powers

in relation to the company, any associated company or any pension fund or employees' share scheme of the company or associated company, and  
(c) companies are associated if one is a subsidiary of the other or both are subsidiaries of the same body corporate.





**Cabinet**

<b>Title</b>	<b>Barnet Community Participation Strategy. Year 1 Progress report</b>
<b>Date of meeting</b>	16 January
<b>Report of</b>	Councillor Sara Conway - Cabinet Member for Community Safety and Participation
<b>Wards</b>	All
<b>Status</b>	Public
<b>Key</b>	Non-key
<b>Urgent</b>	No
<b>Appendices</b>	Appendix A – Community Participation Strategy Year 1 Progress report
<b>Lead Officer</b>	Liz Cowie, Assistant Director Strategy Communications and Engagement
<b>Officer Contact Details</b>	William Cooper, Deputy Head of Strategy and Engagement

**Summary**

The Community Participation Strategy (CPS) was approved by Community Leadership and Libraries Committee in October 2022. It set out a vision for changing the way the Council relates to its residents and introduced new participatory methods through a number of pathfinder projects. It signalled an organisation-wide commitment to involving communities in the work of the council and listening to the voices of communities we have engaged with less often. The CPS has implemented new ways of working, fostered community connections and enabled the council to learn more about the lives of residents in our borough.

Community Participation is one of eight ‘tier one’ workstreams in the Transformation Programme of the Transformation Strategy, approved by Policy and Resources Committee on 22 February 2023 to launch change programmes initiated by the new administration.

This report, enclosed as Appendix A details the achievements made in the first year of delivering the strategy. This has seen Barnet make great progress in advancing community participation and redesigning how we relate to communities. It describes a large and varied programme of work, but

this is only as selection a few of the many projects and initiatives delivered in this first year. The pace and scale of the work has been considerable, and the consequent changes can already be felt inside and outside the organisation.

## Recommendations

- 1. That Cabinet note the progress described in this report in delivering the Community Participation Strategy.**

### 1. Reasons for the Recommendations

- 1.1 The Community Participation Strategy was the first strategy to be produced under the current administration and helped pave the way for *Our Plan for Barnet* – the council’s new three-year corporate plan. It put into policy some of the manifesto priorities of the administration, and in particular its vision to make Barnet a ‘listening council’. This update report reflects on the progress that has been made in embedding the principles and approaches in the CPS, delivered as a tier 1 transformation workstream.
- 1.2 The CPS included four ‘pathfinder’ projects. These were pieces of work that were either planned or already underway and were all based on various forms of participatory practice. The CPS proposed that the Strategy and Community Participation Team should use these pathfinders to test and model community participation techniques, and to report the learning from them after one year.
- 1.3 This report sets out the learnings from the four pathfinders, as well as several other projects that have been delivered this year. It assesses the impact of the change that the CPS has brought to the organisation and the borough in what has been a year of significant delivery. Some of the successes have been very visible, such as the programme of community events. Others, such as our ethnographic research projects have impacted a smaller number of people but often in deeper, more meaningful ways.
- 1.4 While for some in the organisation, these ways of working might be new, the strategy also highlighted that there were already many examples of good practice in community participation happening in the council. The CPS aimed to build on these and to share the techniques and learnings from them. The publication of this report coincides with the launch of Barnet’s new Community Participation Toolkit. This will help to further enable participatory practice across the organisation and enable us to go even further in the next phase of this work.

### 2. Alternative Options Considered and Not Recommended

- 2.1 The council made a published commitment to report on the delivery of the CPS after one year, and to not do so would be in breach of that commitment.

### 3. Post Decision Implementation

- 3.1 Community participation is an ongoing journey of change. With Cabinet’s approval the Strategy and Community Participation Team will continue to develop its expertise and to further embed a culture of reflective evaluation that will enable continued improvement.

3.2 While there is no longer a need to designate projects as ‘pathfinders’, the team will continue to look for opportunities to pilot participatory approaches.

#### **4. Corporate Priorities, Performance and Other Considerations**

##### **Corporate Plan**

4.1 Community participation is a key element of the Engaged and Effective Council theme in the corporate plan.

##### **Corporate Performance / Outcome Measures**

4.2 Several corporate reporting indicators relate to the successful implementation of community participation, including Neighbourhood Working and Partnerships.

##### **Sustainability**

4.3 Many of the projects covered by the CPS have positive sustainability goals at their heart. One of the pathfinder projects included in this report is the Citizens Assembly or Climate Change and Biodiversity.

##### **Corporate Parenting**

4.4 No particular impact.

##### **Risk Management**

4.5 The pieces of work described in the CPS and the methods they employ are too varied to enable a meaningful assessment of risk across this report.

##### **Insight**

4.6 This is an evaluation report and is therefore based on a range of insight that has been gathered across the last year. Various quantitative and qualitative methods have been used both in the work it describes and in the evaluation of those projects.

##### **Social Value**

4.7 Community participation relates to social value in many ways, but there is no particular impact from this report.

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

5.1 As the recommendation is to note the report, there are no resource implications.

#### **6. Legal Implications and Constitution References**

6.1 No implications.

6.2 In accordance with the Council Constitution, Part 2D, the terms of reference of the Cabinet includes the following responsibilities:

- 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;
- and All key decisions

## **7. Consultation**

7.1 A great amount of consultation and engagement has been conducted to inform this report. Many of the projects it describes are themselves consultative pieces of work.

## **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

Advice on completing Equality Impact Assessments (EIAs) can be found [here](#).

## 9. Background Papers

- 9.1 Barnet Community Participation Strategy 2022: [Community Participation Strategy final cleared CLLC 311022.pdf \(modern.gov.co.uk\)](#).

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# Barnet Community Participation Strategy

## Year 1 Progress report

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## 0. Foreword

*We have pledged to put community and partnership at the heart of what we do as a council that cares about people, our places, and the planet. This includes going to where people are, learning through doing, and being transparent, about what we can and cannot change.*

*The Community Participation Strategy (CPS) was approved by Community Leadership and Libraries Committee in October 2022. It set out a vision for changing the way the Council relates to its residents and introduced new participatory methods through a number of pathfinder projects. It signalled an organisation-wide commitment to involving communities in the work of the council and listening to the voices of communities we have engaged with less often. The CPS has implemented new ways of working, fostered community connections and enabled the council to learn more about the lives of residents in our borough.*

*This report brings together learning from some of the projects where we have involved residents through engagement, co-design and co-production. We are excited to make an ongoing commitment to transforming the way Barnet works through inclusion, participation, and the celebration of local communities. We look forward to working with residents, growing and embedding community participation across Barnet Council as we continue to improve service development and delivery together.*

**Councillor Sara Conway, Cabinet Member for Community Safety and Participation**

## 1. Executive summary

The Community Participation Strategy (CPS) established a new way for the Council to relate to residents and introduced participatory methods through a number of pathfinder projects. It signalled an organisation-wide commitment to involving communities in the work of the council and listening to the voices of communities we have engaged with less often.

The first year of delivering the strategy has seen Barnet advance on a course of community participation, taking significant action on redesigning how we relate to communities. The outcomes described in this report are only a few of the many projects and initiatives delivered in this first year. The pace and scale of the work has been substantial and the council's relationship with our residents and stakeholders already feels different.

The CP strategy implementation introduced new mechanisms for people to participate in the Council's decision making. Whether through participating in our first ever Citizens Assembly, joining our Citizens Panel or sharing aspects of their daily lives through ethnographic research, residents have had many new opportunities to get involved in the council's agenda for change. A new programme of community events has provided opportunities to co-produce, participate and celebrate in cultural life. We have successfully implemented new ways of working, fostered community connections and tried to understand more about the lives of residents in our borough. A new Community Participation Toolkit provides accessible online guidance for all staff and partners to encourage all staff to consult and engage effectively.

Marginalised communities that have previously been excluded from direct engagement with the council have had the opportunity to talk directly to the Leader. Our grant funding and capacity building support



to local community groups and organisations has enabled 85 community events to take place across the year. A further series of events produced by the council helped showed residents that we recognise and value the diversity of our population and share in their moments of celebrations. Through the coproduction of Barnet's Culture Strategy, over 1500 residents have contributed their suggestions for developing the arts and cultural offer in the borough. A completely new conversation for Barnet.

This work has successfully initiated a shift in the way the Council relates to residents, increasing the base level of participation for many residents in civic life. The strategy has four approaches, of which 3 have been tested in year one effectively. These are: Communication, Consultation and (to an earlier degree) Partnership. The approach not fully tested in year one is Community Leadership – how we empower the community to be more involved in projects that affect them.

Now that the groundwork has been laid, we are able to move to what is next – a purposeful deepening of participatory work to transform people, place and planet. We can continue moving away from just fixing problems to working alongside the community, and start to increasingly enable their involvement. There are strategic drivers for taking this deeper next step in the NCL Integrated Care Strategy, with principles of trusting the strength of communities, demonstrating our collective accountability and building from insight. For this next stage, we will need to work in partnerships where possible and appropriate, work with our communities including enabling them to come up with the solutions to the challenges they face. The continuation of our participatory work will be informed by, and will itself inform, the developing Equalities strategy and the borough's emerging shift to a Community Wealth Building approach.

## 2. Introduction

The Community Participation Strategy (CPS) was approved by Community Leadership and Libraries Committee on 31 October 2022. It was the first strategy to be produced under the current administration and helped pave the way for *Our Plan for Barnet* – the council's new three-year corporate plan.

At the heart of the CPS is a set of five principles:

- We go where people are
- We learn through doing
- We listen
- We are transparent, accessible and open
- We value Community Power

It also identified four broad approaches that can be used to engage and involve communities.

- Communication
- Consultation
- Partnership
- Community Leadership

This update report reflects on the progress that has been made in embedding these principles and approaches across the organisation. As the CPS made clear in 2022, there were already many examples of good practice in community participation happening in the council. The CPS aimed to build on these and to share the techniques and learnings from them.

The CPS identified four ‘pathfinder’ projects. These were identified to test the approaches and principles of the CPS and assess their effectiveness as a methodological approach. Most of the projects are still ongoing, and no longer considered ‘pathfinders’, the learning having been derived from them over the first year of the CPS. These and the other projects discussed in this document are only a small part of the participation and engagement work that is being done across the council. The Strategy and Community Participation team continue to network with partners to build the learning and expertise that they hold and make available centrally.

### **3. Learning from the Pathfinder projects**

#### **3.1 The Barnet Citizens Assembly on Climate Change and Biodiversity**

The Citizen’s Assembly on Climate Change and Biodiversity was the first citizens assembly that Barnet has held. Led by the council’s Sustainability team, coordinated by commissioned provider TPX Impact with facilitation support from Strategy and engagement officers, the process ran from February to May 2023.

40 residents aged 18 and over participated in a citizens’ assembly, and 20 residents aged 12-17 participated in a young people’s assembly. The two groups came together at key points to share their experiences, ideas and recommendations and each participated in a series of deliberative discussion events where they heard from local experts. The adult assembly contributed 30 hours of work, and the young people’s assembly 18 hours for which the participants were remunerated. Themes explored by the assembly were based on the council’s draft sustainability action plan, and participants developed a series of 20 recommendations across these themes.

#### **Reflections**

A full ‘lessons learned’ report has been produced about the assembly and an independent evaluation report by Middlesex University is in development. Some key learning from the process were:

- It is important to be flexible in the design of the assembly and be ready to change the format or timing of sessions in response to participants’ needs. The assembly fell during Ramadan which necessitated some adjustments and in general, there was a sense that more time would have been beneficial to the process.
- More people will be interested in participating than can be accommodated in the assembly, so it is important to consider how unsuccessful applicants can still be involved. In the case of the assembly some were invited to facilitate or observe sessions.
- Using an illustrator to create visual minutes was very successful and provided a creative and accessible output from each session that participants could be proud of.
- Barnet’s assembly had a clearly defined governance structure with both an Independent Advisory Group of local experts and an Overview and Scrutiny Group of local interest organisations .
- One of the real successes of the Barnet assembly was the decision to run a parallel young people’s assembly. This was coproduced with young people, and their testimony was some of the most powerful to emerge from the process.

#### **Key learnings**

- Citizen’s assemblies work best for coproducing approaches that tackle high-profile single topics through a clearly defined, focused question, and for building consensus. The

success of this assembly suggest that the council should definitely consider this method to in future, and there are other strategic areas the council is working on that would lend themselves to assembly methodology – tackling inequalities for example. The biggest factors to bear in mind however are the level of cost and staff time required.

- Getting the right personnel is essential to the success of the assembly process. Speakers need to have a high level of expertise and be engaging presenters. Managing the speakers makes up a large proportion of the work involved in running an assembly.
- A key finding of the Middlesex University evaluation was that some assembly members reported an inconsistency in the quality of staff facilitation, and questioned whether Council staff facilitating compromised the independence of the process. There is clearly a need to ensure staff facilitators are properly trained, but the question of whether to use independent facilitators or council staff often depends on the nature of the exercise, and what residents are being asked to comment on. If the work of the council is being discussed, residents often feel more comfortable speaking to an independent facilitator.

### 3.2 The Leader Listens programme

The Leader of the council, Cllr Barry Rawlings, made a commitment to holding in-person meetings with communities to hear directly from residents about their views and concerns. This series of events was branded The Leader Listens. The sessions are specifically aimed at communities that the council has historically not engaged with in this way, and for whom council services may have disproportionate impact.

The format of the programme is based on the CPS principle of ‘we go where people are’. The groups were arranged by community organisations and either held at their premises, or in other neutral spaces. The sessions so far have been:

- **Asylum seekers.** Held at the newest contingency hotel in the borough with about 40 asylum seekers in attendance. The session was organised in partnership with New Citizens’ Gateway, which delivers outreach support in the hotel and was able to provide interpretation.
- **Adults and young people with learning disabilities.** This session was held at Barnet Mencap’s premises with eight participants.
- **Burnt Oak Women’s Group.** This is a small community group made up of women from a range of backgrounds who all live in Burnt Oak. The session was conducted at Barnfield Primary School with a group of six women.
- **Adults with mild to moderate mental health issues.** This session took place at a meeting the Friendly Place, a mental health support group provided by the Barnet Group that meets twice a month at Burnt Oak library. Around 10 people attended this session.
- **Deaf and hard of hearing adults.** Held at the Jewish Deaf Association premises with about 30 people in attendance.
- **Domestic abuse survivors.** To protect the safety of the participants, this was the only Leader Listens session not hosted in a community space. Instead, this group met at Hendon Town Hall. Around 40 people attended, mostly survivors with some practitioners.

#### Reflections

- The key successes of the programme have been in the relationship building and trust that it has engendered. Particularly, the partnership working with community organisations. This has helped to strengthen relationships with these groups. It shows that we value their skills and expertise and recognise the trusted role they have with the communities they serve.

- The personal impact of the Leader was a key success. His open and personable demeanour and wealth of knowledge about the borough creates an immediate connection that enables the conversations to flow comfortably. His seniority was also a significant factor, and residents have been visibly impressed that the Leader of the Council has taken time to hear them in person.
- Learning through doing. As the programme has rolled out, the design and delivery of the sessions has improved. The value of providing childcare, refreshments and a more structured format have all been learned along the way.
- A formal and robust process for both actioning suggestions and also feeding back on actions to participants.

#### **Key learnings**

- Communities value senior leaders visiting them to listen. The programme should also extend to other members and senior officers.
- Evaluation, reporting and follow up processes need to be built in from the start.
- Some of the issues that raised by participants will be outside of the council's powers to act on. It's important to be transparent about what we can and cannot do.
- The insight gathered through these sessions is valuable and should be made available (within data protection parameters).

### **3.3 The Barnet Culture Strategy 2024-2029**

Producing a new culture strategy was a manifesto commitment of the administration, as part of the ambition to boost the borough's appeal as a cultural destination and increase opportunities for arts, culture and recreation.

A key deliverable of the CPS was to show how participatory approaches can be used to shape council strategies. The culture strategy presented the perfect opportunity to model coproduction. For one thing, culture belongs to people. It is part of their identity, and people's preferences for the culture they consume are highly subjective. There is also a whole sector of arts and creative industries in Barnet with whom the council had previously had very little contact and who needed to have their say.

Working across the Strategy and Engagement and Regeneration teams, a timeline was plotted that would enable extensive community engagement to develop the strategy. To lead on this, an independent steering group was assembled. Middlesex University's Associate Professor of Visual Culture was selected to chair the steering group. The Chair assisted with the recruitment of the steering group members. An open call was put out via council communications channels to invite applications, and around 60 people applied. These were shortlisted down to the existing 16 members by a panel including the chair. The panel was mindful of ensuring diversity of demographics in the groups as well as areas of expertise.

The Culture Strategy Steering Group met for the first time in March 2023 and has met four times since. During these meetings a workshop approach has often been taken, with visual minutes produced by an illustrator. This has enabled some clear priorities to emerge that have then been complemented by the findings of wider community engagement undertaken over the summer.

An early outcome of the steering group process was their rejection of the initial timeline for developing the strategy. Originally scheduled to be approved by Cabinet in November 2023, the group felt that this

was insufficient time for genuine coproduction. Member approval was subsequently sought to extend the deadline to March 2024.

In addition to developing a culture strategy, the council had also committed to bidding to be London Borough of Culture (LBOC) in 2027. The timing of this meant that the culture strategy would be able to set out a roadmap for developing culture in Barnet so that the borough would be ready to deliver a LBOC programme in three years' time. A bid could then be developed that would build on the strategy's aims. When the competition opened however, it was announced that the deadline to submit bids would be November 2023. This was earlier than anticipated and has meant that the bid and the strategy have had to be worked on in parallel.

A bid writing team was commissioned to develop the LBOC bid and lead on a programme of community engagement carried out over the summer. Over 1500 responses were received and the findings from this engagement will be equally useful for the strategy and the bid. It has provided a wealth of valuable insight into what residents want to see prioritised in our work to develop culture in the borough. The team has now synthesised the findings with the outcomes of the steering group discussions and developed a draft set of priorities for the strategy. These will be discussed with the portfolio lead and taken back to the steering group for finalisation.

### **Reflections**

- A key learning from this process is that coproduction can often take its own direction, and flexibility is needed in the project plan. For a newly assembled steering group to be effective, there needs to be a period where the group establishes itself and settles into its ways of working. It was only by the third meeting that the group was into its stride. Tellingly this was the meeting at which the strategy timeline was challenged. The resulting re-think of the timeline was of huge benefit to the process and the effectiveness of the strategy, and not something the council alone might have recognised on its own.
- The role of elected members in the coproduction had to be rethought midway through the process. Though some councillors had initially sat in on steering group meetings, it was decided that they should not be present. This decision was subsequently overturned as it was recognised to be counterproductive. The portfolio lead for Culture Leisure, Arts and Sport now plays an active role in the strategy development and is invited to attend steering group meetings. In future projects, the balance of community and statutory power should be agreed at the outset.
- The actual role of the steering group has also evolved in a different way to how we anticipated. The original idea was that the group would provide executive oversight and steer of the engagement process. In fact, the group have largely functioned as an engagement panel themselves. Steering group meetings now tend to be workshop-style ideation sessions where the strategy content is being formed. Now that the findings of the survey and engagement sessions held over the summer are available, these will be fed into that process.

### **Key learnings**

- Define the roles of all stakeholder groups at the outset of co-production
- Prepare to be flexible about the process and timeline
- Cultural events can provide an effective space to meet and engage communities in dialogue about areas of the Council's work

### 3.4 Empowering grassroots community action

The fourth pathfinder project in the CPS aimed to increase the opportunities for residents to participate in community action. Barnet's VCFSE is large and diverse. The council and its partners in Barnet Together do a great deal to support and empower the sector, but it is equally important to grow it and nurture its ecosystem from the ground up. There are many ways of doing this and the project sought to explore several of them.

One important strand of work was delivering on the actions in the [2022 Barnet Volunteering Strategy](#). A dedicated community development officer in the Strategy and Engagement team is now responsible for the council's actions and has worked with Volunteering Barnet to relaunch the Volunteering Steering Group. The group now has broader representation from around the council and is particularly focused on increasing local volunteering by council staff.

This pathfinder also included an objective for Barnet Together to extend its reach and membership to more organisations, and to support smaller, unconstituted groups to take the next step in developing their business. The alliance has continued to deliver consistently for the sector over the last year. In Quarter 1 of 2023/24 alone, the following has been achieved:

- Training provided to 63 organisations
- 149 one-to-one support visits to groups, 117 of these being capacity-building support and 36 fundraising
- 235 additional volunteers registered into Volunteering Barnet, and 133 deployed into roles
- 21 new organisations registered as Volunteering Involving Organisations (VIOs)

Grassroots participation within Barnet's environmental groups. saw over 100 environmental groups self-organise around the borough clearing green spaces. Some have diversified into growing projects and other green initiatives through support from Barnet Together Many of these groups were a key part of the Citizens Assembly process and many are involved in the independent Green Spaces Network.

Elsewhere we have seen environmental activities such as interfaith bulb and tree planting carried out by the Barnet Multi Faith Forum. A number of eco-fairs which bring together a growing number of grassroots organisations and social enterprises have also demonstrated how important green issues are to communities in the borough.

#### Reflections

- The challenge to this pathfinder was conceiving it as a distinct project. While the workstreams it covers all support participation, they are arguably business-as-usual functions for Barnet Together and the team. What we need are better ways of reporting the outcomes through data insight.
- Grassroots participation happens in hyper local places. Place projects can therefore be the way in.

#### Key learnings

- A more compelling way of demonstrating the benefits of grassroots community participation would be to focus on small, radical interventions rather than borough-wide services.
- Other opportunities to explore further are widening and deepening Council links with the environment and green spaces groups. And connecting participation with our corporate priorities such as Net Zero, Culture and Resident Experience.

## 4. Changing the culture – organisational transformation

A key aim of the CPS was to bring about a council-wide change in how we work, and to instil a community participation approach in all areas of the business. There is participatory work under way in many parts of the council, and the launch of the CPS itself has raised internal awareness of the need to work in this way. The agenda has consistently been championed by members and senior leaders too. Having the new Toolkit online will boost momentum and accelerate the adoption of community participation across the council. A greater focus on internal networking will also enable this to grow further as the common way we work.

The following sections report on what has been put in place over the last year to support internal culture change.

### Community Participation Toolkit

The CPS pledged to create a newly updated online resource to replace the current Consultation and Engagement Toolkit. The Strategy and Community Participation team commissioned New Local to author the content for the new toolkit, and to work with the council to design its functionality.

The toolkit is constructed so that staff and partners can easily find the right resources and guidance for their community participation project. It is structured in such a way that users can access support at different stages of a project and in different contexts. The content is brought to life with real life case studies and video testimonies from residents.

The Toolkit can be found at: [Community Participation Toolkit | Engage Barnet](#). It went live in November 2023, and will be promoted around the council through a series of online demo workshops. Access and use of the Toolkit will be monitored to ensure it is being used.

#### Reflections

- Creating the Toolkit has taken longer than anticipated. Its launch will however provide an opportunity to reboot the CPS principles and restart conversations.
- The previous toolkit included some comprehensive guidance on when and how to conduct consultation. This has not been replicated in the new Toolkit. Instead, updated guidance on consultation will form part of a forthcoming Consultation and Engagement Policy.

### Barnet Citizens Panel

The Barnet Citizens Panel is a representative panel of over 1,000 Barnet residents. It is managed by the Strategy and Community Participation team and is designed to be used by the council and its partners to gauge a representative borough-wide view on particular issues, proposals or pieces of work.

Work began on the panel in 2022, and the team have so far recruited an initial 1,138 residents. Of these, 86 (7.6%) have opted to engage non-digitally. The panel was recruited by randomised postal invitations with additional booster recruitment from under-represented demographics. These included social housing tenants and younger people (16-25). The plan is to recruit a further 600 panellists each year annually, to maintain the panel at just over 2,000 members. To keep the panel fresh, panellists will serve for a maximum of four years, after which they will not be eligible to join again for a further four years.



The first panel survey was conducted over the summer of 2023. It was commissioned by the corporate Communications team and covered topics including campaign awareness and engagement with council publications. It received 401 responses (35%), and the results are being used to inform future communications strategies and policies. The second panel survey was launched in November. This will seek views on the council's use of residents' data and is being developed in collaboration with the Insight and Intelligence Hub. Results from all panel surveys and face to face engagements will be published on the Engage Barnet website and circulated to the panel members in a biannual Barnet Citizens Panel newsletter.

#### **Reflections**

- The Citizens Panel has already begun to demonstrate its usefulness as a means of targeted measurement of resident perception.
- Further socialisation of the panel is required and promotion via the Toolkit to ensure partners are aware of it.
- The panel is a useful source of resident insight that can be gathered on an ongoing basis and complement other sources such as the Adults and Young People's perception surveys. There is potential to use the data gathered through these various sources more holistically to inform policy and help us design solutions to the challenges they identify.

#### **Communities of Practice**

The CPS proposed developing a 'community of practice' comprising officers from around the organisation who had particular expertise in community participation. This was envisaged as distinct from the existing Participation and Engagement Network (PEN). This meets six-weekly and has around 60 members, anyone can join who has community participation or engagement responsibilities or simply an interest in this kind of work.

Communities of practice on the other hand, should have a specific purpose. The proposed approach therefore was to convene temporary communities around particular projects or challenges. In this way the community would function as a task and finish group made up of peers with the skills and expertise to help resolve an issue or design a project. Members of the PEN were invited to suggest pieces of work that they would like a community of practice to support with. While some suggestions have been raised, none have so far resulted in a community of practice being convened.

#### **Reflections**

- While there is still potential for communities of practice to be established, the apparent lack of interest from colleagues needs to be considered. A more active approach will be taken in future, to investigate whether it is a lack of confidence, information or organisational maturity that is holding the idea back.
- Another approach could be for the Strategy and Engagement team to scope a COP pilot project.

### **5. Learning from other projects**

Over the last year, there have been several new projects, programmes and initiatives that have sought to engage and involve the community. While not designated as 'pathfinders' in the CPS, they still provide insight that is valuable to the ongoing development of participatory practice in the council.



Again, it is important to note that there are many more examples of community participation and coproduction happening in the council. Notably, in Family Services, Adults and Health and Communities and Town Centres. Capturing and sharing good practice from around the organisation is a function of the Participation and Engagement network.

## **The Community Events Programme**

### Community events funded through grants:

The events grant fund became a strong element of the council's community investment offer, strengthening relationships with diverse community groups and supporting their capacity development. The Council has run funding schemes for communities to deliver their own community events. This included funding for 11 Black History Month events, including in schools and libraries, and the Winter Festivals funding, promoting inclusive community and faith events during the winter months which support cohesion. 21 winter festival events took place, including some marking cultural festivals not previously supported such as Tamil Heritage Month and the Lunar New Year.

### Events delivered by the Council

The Council delivered, or was heavily involved in delivering, seven of the eight major cultural and social dates in the events calendar. These events have been very successful showcases for the council, well attended and well run and introduced the Council to new members of Barnet's communities. The Council has amassed a wealth of tools, contacts and resources that can be used to support the staging of future community events. The events the council delivered brought communities together, celebrating the culture of our communities and creating opportunities for people to have fun and get involved. The events have helped contribute to a changed public perception of the council, as one that cares about our community and the things that matter to them.

### **Reflections**

Investment for communities to lead their own events can help strengthen smaller, and less-heard communities, support the development of VCFSE organisations and foster connections and cohesion.

The Council's directly delivered community events have been a tangible demonstration of the change the council is bringing to the borough. Events have created new opportunities for the Council to meet with a range of residents, enabling consultation and dialogue to take place. They have been a huge success and brought happiness, celebration and fellowship in what have been difficult times for many of our residents.

Although some elements of direct delivery were resource intensive, we have developed less intensive partnership models working with key stakeholders, particularly Middlesex University. There is a need to continue widening reach to those not in attendance.

## **Ethnographic research study to understand the lived experiences of disabled residents**

The council's biannual Adult Residents Perception Survey gathers insight from a representative sample of 2000 residents through telephone and face-to-face surveys. In the most recent wave of the RPS conducting over the winter of 2021/2022, demographic analysis of the findings showed that residents identifying as disabled tended to report the lowest levels of satisfaction. In order to investigate this

further a research project was commissioned to better understand the lived experience of disabled people in Barnet.

Undertaken by the research company Habitus, the project involved deep ethnographic engagement with 19 residents, 14 of whom were disabled and 5 were carers. A number of key findings emerged that the council is now considering how to address through its Tackling the Gaps agenda. The research provided a rich understanding of the various ways disabled residents engage with the council and the barriers they sometimes face in doing this. It also highlighted the disproportionate impact many disabled people experience of the cost of living crisis.

#### **Reflections**

- This is one of two ethnographic projects undertaken in the last year (East Barnet being the other). This methodology is resource intensive but is particularly effective in providing a deeper understanding of lived experience. The important thing is how that insight is then used to inform our work – such as the Equalities, Diversity and Inclusion Policy.
- It is costly to use external agencies to conduct this kind of research, so ideally it is something the team should be able to do themselves and we will look at this as a training and development objective.
- With all engagement projects it is important let the participants know what happened next, and what we did with their insight. The level of personal investment participants give to ethnographic research makes this even more important.

#### **Research to understand community spaces and places in East Barnet**

In order to better understand the role that community assets play in a neighbourhood, the council commissioned a research study from the organisation Neighbourly Lab. The objectives of the research were to:

- Map in depth the community assets in a ward and study how they are being used and by whom
- To understand resident perceptions and experiences of the physical buildings in their neighbourhood; their usage and occupation, and opportunities for the future
- To establish which local places are used for people to mix and meet, and whether there are further opportunities in current underused spaces
- To ascertain where people receive advice and information and the role of physical assets in supporting this
- To establish whether there are current gaps in LB Barnet's asset provision and if/how these needs are being met in other spaces.

The ward of East Barnet was chosen to be the location for the study with the idea being that the method and learnings could be applied in other places. As well as the community mapping, 17 local stakeholders were interviewed, including ward members, VCFSE leads and residents association chairs. 11 ethnographic interviews were then conducted with a diverse sample of residents.

The final report has only just been received, and the team will discuss the recommendations with senior leaders in order to plan how take the learnings forward.

### Key learnings

- Residents access a diverse range of space and places, not all of which are in council ownership. We can use our levers and connections to better facilitate this use, not just through funding.
- The community mapping of East Barnet undertaken for this project could be replicated in other wards where we lack this level of understanding

## 6. Conclusions: progress against our principles

This first year of delivering the community participation strategy has moved the council to a new position. The next phase will be to build from this foundation and use the new ways of working that we have learned in this first year to go deeper in our participatory work and in our relationships with communities. Our aim should be to involve communities and take a partnership approach wherever possible and appropriate. As we plan for this next chapter in the development of Barnet’s participatory practice it is useful to reflect on the progress we have made in instilling the strategy’s five principles.

Principle	Successes	Potential to do more
<b>We go where people are</b>	Our Leaders Listens programme has engaged communities in their own spaces and neighbourhoods, while our ethnographic researchers have walked alongside residents and observed their lived experiences. Our planning meetings for the Culture Strategy and the Grahame Park neighbourhood project have been held on-site in community premises.	Consider holding more council events in community spaces.
<b>We learn through doing</b>	This has been a year of learning. As we have delivered projects, we have evaluated outcomes, shared learning and made improvements where necessary.	Further develop our systems and processes for evaluation and storytelling.
<b>We listen</b>	We have created more opportunities for residents and other stakeholders to have their say. We have held more direct engagement sessions to help shape our strategies while increasing the number of partnership boards and other participatory forums.	Further demonstrate that we have not just listened but <i>heard</i> . Showing the changes that we have made in response to feedback. Develop more mechanisms for ‘open’ listening where residents can tell the council their ideas and concerns. Strengthen our processes for using insight to inform policy and service design.
<b>We are transparent, accessible and open</b>	Greater involvement from residents as well as more events and activities in the community have all helped to make the council feel more present and available. We have designed grant funding processes that are transparent and fair, and are working to implement these consistently	As budgets tighten there will be a growing need for honest conversations with the community about how we spend money. The trusted partnerships we have built through community participation will be vital to this dialogue.

	across our community investment portfolio.	
<b>We value Community Power</b>	The increase in coproduction across the council and our partnerships with the VCFSE have begun to show that the council is increasingly collaborating with the community and empowering them to participate.	This is an area for further growth in year 2, when we should pilot projects that give further empowerment to the community and more opportunities to coproduce.


**Cabinet**

<b>Title</b>	<b>Serious Violence Strategy 2024-27</b>
<b>Date of meeting</b>	16 January 2024
<b>Report of</b>	Councillor Sara Conway - Cabinet Member for Community Safety and Participation
<b>Wards</b>	All
<b>Status</b>	Public
<b>Key</b>	Key
<b>Urgent</b>	No
<b>Appendices</b>	<p>Appendix A - Serious Violence Strategic Needs Assessment 2023</p> <p>Appendix B – Serious Violence Strategy 2024 -2027</p> <p>Appendix C - Outline Violence &amp; Vulnerability Action Plan 2023</p>
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## Summary

Under the Police, Crime, Sentencing and Courts Act 2022 (“the PCSC Act”), London Boroughs are specified authorities who must exercise their functions in relation to the Serious Violence Duty 2023 (“The Duty”). The Duty covers the requirements set out in Chapter 1 of Part 2 of the PCSC Act. It requires specified authorities in a local government area to work together and plan to prevent and reduce serious violence, including identifying the kinds of serious violence that occur in the area, the causes of that violence (so far as it is possible to do so), and to prepare and implement a strategy for preventing, and reducing serious violence in the area. The Duty also requires the specified authorities to consult educational, prison and youth custody authorities for the area in the preparation of their strategy.

The Crime and Disorder Act 1998 requires Community Safety Partnerships to make Serious Violence an explicit priority. The amendments require Community Safety Partnerships to identify the kinds of serious violence that occur in the area and the causes of that violence, as far it is possible to do so. The findings are set out in the Serious Violence Strategic Needs Assessment attached at Appendix A.

Barnet’s Safer Communities Partnership which is comprised of specific authorities as defined in the PCSC Act, Metropolitan Police, London Fire Brigade, Barnet Council, Public Health, Youth Justice, and Probation Services, must work together to formulate and deliver a strategy to prevent and reduce serious violence in the area. The Serious Violence Strategy is attached at Appendix B.

## Recommendations

That Cabinet note and agree the following;

- a. The Serious Violence Strategy 2023-27 at Appendix 1.
- b. The Serious Violence Strategic Needs Assessment 2023 at Appendix 2
- c. Outline Violence & Vulnerability Action Plan 2023 at Appendix 3

### 1. Reasons for the Recommendations

#### 1.1 Serious Violence Duty

- 1.1.1 The Serious Violence Duty 2023 (‘The Duty’) is a key part of the Government’s programme of work to prevent and reduce serious violence; taking a multi-agency approach to understand the causes and consequences of serious violence, focused on prevention and early intervention, and informed by evidence.
- 1.1.2 Under the statutory guidance issued by the Secretary of State within Chapter 1, Part 2 of the Police, Crime, Sentencing and Courts Act 2022 (the ‘PCSC Act’), Community Safety Partnerships (CSPs), established under the Crime and Disorder Act 1998 to help tackle crime and reduce reoffending, are required to formulate and implement a strategy to prevent people from becoming involved in serious violence, both as victims and perpetrators, and to reduce instances of serious violence in the area (following the amendments made to the Crime and Disorder Act by the PCSC Act).

1.1.3 Barnet's Safer Communities Partnership, as a 'duty holder' is required to work together to prevent and tackle violent offending by establishing a Strategic Needs Assessment and preparing and implementing a Strategy which should be reviewed annually. The Serious Violence Strategic Needs Assessment and Serious Violence Strategy fulfil the statutory requirements of both the Serious Violence Duty and Crime and Disorder Act.

1.1.4 Section 19 of the Police and Justice Act 2006 also requires every local authority to have a Crime and Disorder committee to oversee the work of the members of the Safer Communities Partnership. The Crime and Disorder Overview & Scrutiny Committee has powers to address local crime and disorder matters under section 19 which include:

- (a) crime and disorder (including anti-social behaviour)
- (b) misuse of drugs, alcohol and other substances
- (c) serious violence (within the means of Chapter 1, Part 1 of the Crime and Disorder Act 1998)

1.1.5 The Mayor's Office for Policing and Crime (MOPAC) has a discretionary power to monitor the performance of the local partnership against its shared objectives. MOPAC has defined Serious Violence for London authorities for the purposes of the Duty as:

*'Any violence and exploitation affecting young people under the age of 25, domestic abuse, and sexual violence. Within the context of these types of violence, it encompasses homicide, grievous bodily harm, actual bodily harm, rape, assault by penetration, sexual assault, personal robbery, threats to kill and violence against property caused during the commission of one of these offences. Domestic abuse is as defined in the Domestic Abuse Act 2021'*

## **1.2 Serious Violence Strategic Needs Assessment 2023**

1.2.1 The Duty requires the Safer Community Partnership to produce a Strategic Needs Assessment (SNA) to support organisations and authorities exercising functions in relation to the Serious Violence Duty 2023, to formulate a Serious Violence Strategy.

1.2.2 The SNA provides a comprehensive evidence-based analysis of the local profile, causes and contributing factors of serious violence. It is informed by information and feedback collated from specified authorities, local communities and organisations providing support in Barnet and, provides the basis from which solutions to reduce serious violence can be built.

1.2.3 Key findings from Barnet's Serious Violence SNA are set out below and inform the Safer Communities Partnership Serious Violence Strategy:

- Strengthen partnership working for a coordinated whole system approach to preventing and tackling violent offending in the borough.
- Learn from and build on the successes of existing local projects and services that are targeted at preventing and reducing crime, violence, and exploitation.

- Learn from the early success of the “Clear Hold Build” approach to improve community safety and reduce crime and anti-social behaviours in areas with higher levels of violent offending.
- Support the development of universal and standardised support that is place-based in local schools and communities, with a focus on:
  - Empowering parents and carers
  - Preventative education approaches
  - Pro-active and evidenced-informed support for 10 to 25-year-olds at the greatest risk of exploitation, offending and violence.
- Development of targeted support aimed at reducing exploitation and offending in vulnerable groups including those aged 10-24 years with special educational needs and disabilities (SEND) and needs arising from neurodiverse conditions.
- Proactively monitor and tackle disproportionately of over-represented groups who are affected by violence and build data into key performance indicators and evaluation of all services.
- Effectively engage and coproduce solutions to local problems with local people
- Support the development of victim support services for males as an identified high-risk group.
- Work with schools to monitor and proactively intervene to reduce the need for ‘managed moves’ and risk of permanent exclusion from education, employment and training.
- Develop a public awareness campaign aimed at reducing knife-enabled offending.
- Align strategic priorities of the Combatting Drugs Partnership, Community Safety Strategy, Reducing Offending Partnership, Youth Justice Partnership, Health and Wellbeing Board, Domestic Abuse and Violence Against Women and Girls, Tackling Exploitation Strategy with the Serious Violence Strategy

1.2.4 The SNA has been informed by pooled data shared by the specified and relevant authorities of the PCSC Act, local community groups, residents, and Members who participated in the public consultation exercise completed in 2023, to create a stronger understanding of local drivers of serious violence and insights into the cohorts of people most affected or at risk.

### **1.3 Serious Violence Strategy**

1.3.1 The Serious Violence Strategy has been prepared for the Safer Communities Partnership to exercise its functions to prevent and reduce serious violence in Barnet. The scope of the strategy is concerned with specific types of crime such as homicide, knife crime, and gun crime, and areas of criminality where serious violence or its threat is inherent, such as in gangs and county lines drug dealing. For the purposes of the Duty, violence includes



domestic abuse, sexual offences, violence against property, and threats of violence but does not include terrorism.

- 1.3.2 The template for the Serious Violence Strategy has been developed by MOPAC, which is the Police and Crime Commissioner (PCC) for the London region as established by the Police Reform and Social Responsibility Act 2011; the template aims to ensure a consistent format and approach across London.
- 1.3.3 The strategy identifies the need for strong community collaboration, with existing community groups, parents, schools, and children and young people and will build on the existing good work participation and engagement activities taking place across the borough and coproduce solutions.
- 1.3.4 Existing strategies and partnership delivery plans for tackling domestic abuse and violence against women and girls, combatting drugs, reducing offending, and meeting the needs of vulnerable cohorts of children will be aligned to the aims of the Serious Violence Strategy to reduce duplication of effort.
- 1.3.5 The Serious Violence Strategy 2024-27 sets out seven strategic objectives for the Partnership which will be underpinned by a Violence & Vulnerability Reduction Action Plan which will have clear and measurable desired outcomes; this is detailed in Appendix 3.

<b>Objective 1.</b>	Build upon and strengthen existing partnership initiatives through a coordinated and whole system approach, aligning local strategic ambitions for combatting drugs, tackling violence against women & girls, reducing offending, tackling exploitation and serious violence.
<b>Objective 2.</b>	Build upon local community, child, and parent participation approaches to engage local communities in coproduced problem-solving activities.
<b>Objective 3.</b>	Raise public awareness of the individual, community and social harm caused by violence through targeted campaigns
<b>Objective 4.</b>	Engage perpetrators of all forms of violence in behaviour change programmes and ensure justice is served.
<b>Objective 5.</b>	Support the development of a place-based approach in local schools and communities, with a focus on: <ul style="list-style-type: none"> <li>▪ Empowering parents and carers</li> <li>▪ Preventative education approaches</li> <li>▪ Meeting the emerging needs of children and young people with special educational needs</li> <li>▪ Pro-active and evidenced-informed support for 10 to 25-year-olds at the greatest risk of exploitation, offending and violence.</li> </ul>

<b>Objective 6.</b>	Strengthen victim support, ensuring accessible and trauma-informed support is available to all victims of serious violence
<b>Objective 7.</b>	Share and use data across the partnership to inform and monitor the development and effectiveness of services aimed at preventing and tackling serious violence.

1.3.6 The Secretary of State has made regulations in connection with the publication and dissemination of the strategy which set out that the strategy must be published by 31 January 2024 and placed on the Council website. The strategy must be submitted to the Secretary of State for the Home Department within 7 days of publication. It should be sent to: [seriousviolenceduty@homeoffice.gov.uk](mailto:seriousviolenceduty@homeoffice.gov.uk)

1.3.7 PCSC Act requires that the Serious Violence Strategy is published and reviewed, on at least an annual basis. The review should consider how the interventions and solutions developed through the strategy, have impacted serious violence within the borough using crime statistics and local data. If new and emerging crime types are identified; the SNA and strategy may need to be refreshed.

## **2. Alternative Options Considered and Not Recommended**

2.1 Not applicable

## **3. Post Decision Implementation**

3.1 The Cabinet may decide to make recommendations to the Safer Communities Partnership in the further development or implementation of the Serious Violence Strategy.

3.2 Progress the Partnership is making against the aims of strategy will be reported to the Overview & Scrutiny sub-Committee for Crime and Disorder.

## **4. Corporate Priorities, Performance and Other Considerations**

### **Corporate Plan**

4.1.1 The Barnet corporate plan puts Caring for People, our Places and the Planet at the heart of everything we do, with a commitment to create places that are clean, safe and welcoming.

4.1.2 The Corporate Plan recognises that everyone should feel safe in their home and community and sets out an ambition for town centres, neighbourhoods and other public spaces to feel safe and that they are designed with residents in mind by working with communities. The Serious Violence Strategy aims to coproduce solutions with local people, ensuring that residents' perception of safety is improved.

4.1.3 Caring for People includes equipping our children and young people with the tools to take advantage of present and future opportunities, for example by ensuring they live in a safe

environment and have an excellent education, providing early help were needed to their families.

4.1.4 Family Friendly is a key driver of our corporate planning with the vision of “Creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best” through the delivery of evidence-informed services that are child-focused, strengths-based, trauma-informed and coproduced with children, young people and families. The Serious Violence Strategy aims to identify children and young people who are at the greatest risk of violence and provide support early to prevent violence.

4.1.5 We want children and young people to live their lives successfully, reach their potential and develop a sense of identity, ensuring the most vulnerable are protected, safe and supported to make the best choices and to build trusted relationships and prepare for adulthood.

### **Action Plan**

4.2.1 The Partnership will update the outline updated Violence & Vulnerability Reduction Action Plan, based on the Serious Violence Strategy which must be submitted to MOPAC Violence Reduction Unit by 28 February 2024

### **Sustainability**

4.3.1 The strategy outlines the need for sustainable approaches to preventing and tackling serious violence, given the short-term funding arrangements for locally delivered projects. This is achieved by building capacity in local providers, schools and communities to effectively prevent children becoming involved in incidents of serious violence.

### **Corporate Parenting**

4.4.1 Children and young people in care and care experienced young people have a higher prevalence of adverse childhood experiences that may make them susceptible to grooming and coercion as such may be at an increased risk of becoming involved with violence and the criminal justice system. The Serious Violence Strategy aims to ensure all children at risk of offending are provided with support early and ensures cohesive overlap with Corporate Parenting Services, transitional safeguarding and transitions and resettlement planning for young people involved with Youth Offending Services and transitioning to National Probation Services.

### **Risk Management**

4.5.1 The Safer Communities Partnership will monitor risk through the development of a Violence and Vulnerability Reduction Action Plan that will underpin the Serious Violence Strategy. This will be reported at quarterly Safer Communities Partnership Board Meetings and scrutinised at the Crime and Disorder Overview & Scrutiny Committee.

### **Insight**

4.6.1 The Safer Communities Partnership has a comprehensive suite of performance information to support decision making, including local and regional and national datasets. The Strategic

Needs Assessment has detailed the local profile for serious offending. The Violence Reduction Action Plan will report performance against agreed outcomes which will be reported to the Safer Communities Partnership Board and the Violence Reduction Unit of the Mayor's Office for Police and Crime.

### **Social Value**

- 4.2.1 The cost of offending and reoffending is set out in the 2018 Home Office report on the Economic and Social Cost of Crime (2<sup>nd</sup> edition). The report followed a cohort of offenders identified in 2016 who subsequently went on to reoffend during the 12-month follow-up. The total estimated economic and social cost of reoffending was £18.1 billion. In addition, there is a further personal, familial and community cost which impacts the lives of individuals, children and families and the communities that they live in.
- 4.2.2 Reducing violence and offending seeks to minimise the harm caused and create opportunities for social integration, family cohesion and community engagement.

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

- 5.2 None in the context of this report.

## **6 Legal Implications and Constitution References**

- 6.2 Under s4 of the Crime and Disorder (Overview and Scrutiny) Regulations 2009, A crime and disorder committee shall meet to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions as the committee considers appropriate but no less than once in every twelve-month period.
- 6.3 The Council's Constitution, Part 2B sets out the Terms of Reference of the Overview and Scrutiny Committee, 10.1.8 To review or scrutinise decisions made, or other action taken, in connection with the discharge of responsible authorities of their crime and disorder functions in accordance with s.19 of the Police and Justice Act 2006.
- 6.4 Under the Council's Constitution Part 2D, the terms of reference of the Cabinet includes:
- 6.5 The Cabinet is responsible for the following functions:
- 6.6 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**

- 7.1.1 My Say Matters: Child Participation and Family Involvement Strategy (2022) is Barnet Family Services consultation, engagement and participation programme for children and young people. Children are routinely engaged, consulted and supported to participate in the co-production of plans, strategies, information and services.
- 7.1.2 Together: The Barnet Community Participation Strategy 2022 underpins the Council's principles and approaches that the council will take in putting the community at the heart of decision-making and service delivery.
- 7.1.3 The Strategic Needs Assessment and Serious Violence Strategy has been informed by a period of public consultation which has included focus groups, online surveys and ward walkabouts and direct engagement with 50+ children and young people, 200 professionals, alongside input from residents, businesses, and members.

## **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.
- 8.2 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination. The work of overview and scrutiny will be transparent and accessible to all sectors of the community.
- 8.3 The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services.
- 8.4 Offending affects all communities and there is well-documented racial disproportionality in the criminal justice system for children and adults. Youth justice services for children and young must be sensitive and responsive to age, disability, race and ethnicity, faith or belief, sex, gender reassignment, language, maternity / parental status and sexual orientation. We closely monitor this in our performance data.
- 8.5 It is our aim for the borough to be a fair, inclusive and a safe place for all our communities. A borough where discrimination is tackled, crime is reported and dealt with promptly, and everyone feels safe to live their life.

## 9 Background Papers

- 9.1 [Serious Violence Duty - GOV.UK \(www.gov.uk\)](https://www.gov.uk)
- 9.2 [Code of Practice for Victims of Crime in England and Wales \(the Victims' Code\) \(PDF, 601KB\)](#)
- 9.3 [Criminal exploitation of children and vulnerable adults: county lines 2018, Home Office](#)
- 9.4 [Domestic Abuse Act 2021](#)
- 9.5 [From harm to hope: A 10-year drugs plan to cut crime and save lives: a 10-year plan to cut crime and save lives by reducing the supply and demand for drugs and delivering a high-quality treatment and recovery system](#)
- 9.6 [Preventing serious violence: a multi-agency approach 2019, Public Health England](#)
- 9.7 [Preventing offending and re-offending by children 2019, Public Health England](#)
- 9.8 [The What Works Centre for Crime Reduction](#)
- 9.9 [The Child Safeguarding Practice Review Panel - It was hard to escape - report \(publishing.service.gov.uk\)](#)
- 9.10 [The role of systems of support in serious youth violence: evidence and gaps \(publishing.service.gov.uk\)](#)

**Serious Violence Strategic Needs Assessment**

**November 2023**

**Barnet Safer Communities Partnership**

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# 1 Introduction and Summary

Under the statutory guidance issued by the Secretary of State within Chapter 1, Part 2 of the Police, Crime, Sentencing and Courts Act 2022 (the PCSC Act). This Strategic Needs Assessment (SNA) has been produced on behalf of Barnet's Community Safety Partnership to support organisations and authorities exercising functions in relation to the Serious Violence Duty 2023, to formulate a Serious Violence Strategy.

The SNA provides a comprehensive evidence-based analysis of the local profile, causes and contributing factors of serious violence. It is informed by information and feedback collated from specified authorities, local communities and organisations providing support in Barnet and, provides the basis from which solutions to reduce serious violence can built.

Serious Violence is defined by the Mayor's Office for Policing and Crime (MOPAC) as: *'Any violence and exploitation affecting young people under the age of 25, domestic abuse, and sexual violence. Within the context of these types of violence, it encompasses homicide, grievous bodily harm, actual bodily harm, rape, assault by penetration, sexual assault, personal robbery, threats to kill and violence against property caused during the commission of one of these offences. Domestic abuse is as defined in the Domestic Abuse Act 2021'*.

## 1.1 Key findings

- Males under the age of 25 are most affected by and involved in incidents of serious violence.
- Barnet's crime profile reports violence against the person, burglary, theft and robbery as the highest crime types in the borough; a similar profile is reported for under 25's in the borough.
- Youth Justice Service (YJS) data shows a 63% increase in the number of 10 to 18-year-olds found in possession of a weapon in 2023 compared to reported data in 2022. The increase is relative to an increase in robbery offences.
- 873 individuals aged between 14 to 17 years were subject to stop and search. Among them, 44.6% were related to drugs and 28.5% were associated with weapons, points, and blades. This aligns with the increasing trend observed in Barnet youth justice data, specifically concerning individuals aged between 10 to 18 carrying blades and knives. The prevalence of sharp weapons appears to be pronounced among young males.
- While YJS data indicates that drug-related offending among 10 to 18-year-olds is relatively low, the offending data from the Metropolitan Police reveals an 18% increase in drug-related offences.
- Over the past year, there were 3,325 stop and search incidents of which 67.2% were related to potential drug offences. 49% of the stop and search resulted in positive outcomes such as arrest, community resolution, penalty notice, postal charge requisition, or caution. The remaining 51% resulted in no further action.
- The majority of stop and search incidents, amounting to 31.9%, carried out from January 2022 to October 2023 targeted young male adults aged 18-25.

- In 2023, there has been a 40% reduction in serious violence incidences in the community, against a rise of violent incidents at public transport hubs and restaurants in the borough.
- In 2023, there has been a 43% reduction in the number of young people residing in Barnet being identified as suspects in incidents of violence in the community.
- Sexual assaults have increased by 89% since 2021; there is a correlation between deprivation and rates of violent crime and sexual offences; Barnet's overall figure for economic activity is 64.57%.
- There are very low rates of children and adults of Asian ethnicity in serious violence, child exploitation and missing data. A recent 9% increase in reported crime from those identifying as Asian may indicate an increase in awareness and trust.
- The number of young people excluded from school due to involvement in a serious violent crime has risen from 24 to 65, of which 69% were male and 12% have Special Education Needs (SEN) and/or have an Education, Health, Care Plan (EHCP).
- Feedback from community engagement underscores the necessity for enhanced multi-agency collaboration, aiming to fortify the process of understanding, identifying, and tackling exploitation.

## 1.2 Key recommendations

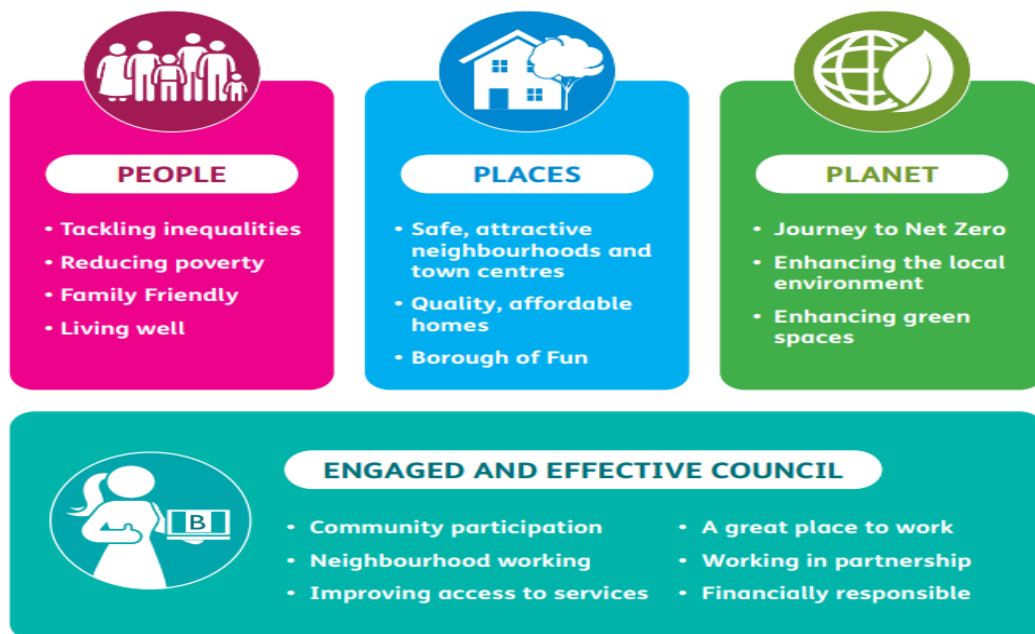
1. Strengthen partnership working for a coordinated whole system approach to preventing and tackling violent offending in the borough.
2. Learn from and build on the successes of existing local projects and services that are targeted at preventing and reducing crime, violence, and exploitation.
3. Learn from the early success of the "Clear Hold Build" approach to improve community safety and reduce crime and anti-social behaviours in areas with higher levels of violent offending.
4. Support the development of universal and standardised support that is place-based in local schools and communities, with a focus on:
  - Empowering parents and carers
  - Preventative education approaches
  - Pro-active and evidenced-informed support for 10 to 25-year-olds at the greatest risk of exploitation, offending and violence.
5. Development of targeted support aimed at reducing exploitation and offending in vulnerable groups including those aged 10-24 years with SEN and needs arising from neurodiverse conditions.
6. Pro-actively monitor and tackle disproportionately of over-represented groups who are affected by violence and build data into key performance indicators and evaluation of all services.

7. Effectively engage and coproduce solutions to local problems with local people
8. Support the development of victim support services for males as a high-risk group.
9. Work with schools to monitor and proactively intervene to reduce the need for 'managed moves' and risk of permanent exclusion from education, employment and training.
10. Develop a public awareness campaign aimed at reducing knife-enabled offending.
11. Align strategic priorities of the Combatting Drugs Partnership, Community Safety Strategy, Reducing Offending Partnership, Youth Justice Partnership, Health and Wellbeing Board, Domestic Abuse and Violence Against Women and Girls, Tackling Violence & Exploitation Strategy with the Serious Violence Strategy

## 2 Governance, Description of Place & Population

### 2.1 Governance

In 2023 Barnet developed a new corporate plan, the Corporate Plan 2023 commits the Council to be an organisation that “Cares for People, Our Places, and the Planet”<sup>1</sup>

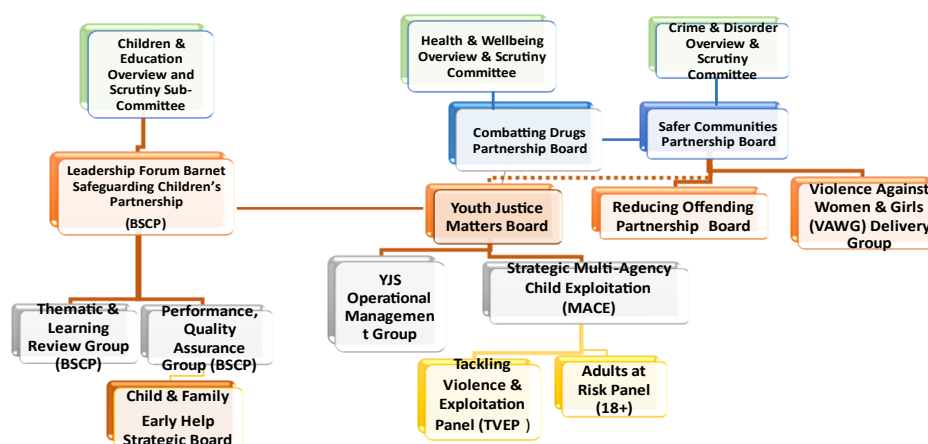


The Administration introduced a cabinet system with overview and scrutiny committees, these include Children and Education Overview and Scrutiny Committee and a Crime & Disorder Overview and Scrutiny Committee.

<sup>1</sup> [Barnet Corporate Plan 2023-26.pdf](#)

Figure 1. Governance & Board Interface Framework

## Governance & Board Interface Framework



The serious violence strategy will straddle both committees and is intersectional with several other local strategies and plans, including Barnet's:

- Community Safety Strategy 2022 – 2027<sup>2</sup>
- Children and Young People's Plan 2023 – 2027<sup>3</sup>
- Youth Justice Plan 2023 – 2025<sup>4</sup>
- Child & Family Early Help Strategy 2023 – 2027<sup>5</sup>
- Domestic Abuse & Violence Against Women and Girls Strategy 2022 - 2025<sup>6</sup>
- SEND Strategy 2021 -2025<sup>7</sup>
- Combatting Drugs Partnership Delivery Plan<sup>8</sup>

## 2.2 Barnet's Population

Barnet is the second largest borough by population in London, home to over 389,000 people, 26,000 businesses, and 1,000 charities. Demographic data presented in Table 1 shows that 122,680 residents are aged under 25 years, accounting for 31% of the total population and this is expected to grow further into the next decade. Over 90 languages are spoken with 44% of residents born in another country. Barnet is home to London's largest Jewish community with 14.5% of residents self-identifying as Jewish, and 88% of residents say their local area is

<sup>2</sup> [Powerpoint Template \(moderngov.co.uk\)](https://www.moderngov.co.uk)

<sup>3</sup> <https://www.barnet.gov.uk/node/760>

<sup>4</sup> [023750 BC3900 Youth Justice Plan 2023 Interactive HG5 -Final versionn for Web.pdf \(barnet.gov.uk\)https://www.barnet.gov.uk/sites/default/files/022345\\_youth\\_justice\\_plan\\_2021\\_web.pdf](https://www.barnet.gov.uk/sites/default/files/022345_youth_justice_plan_2021_web.pdf)

<sup>5</sup> [023478 - BC3611 - BARNET - New Child and Family Early Help Strategy - WEB 12.4.2023\\_0.pdfhttps://barnet.moderngov.co.uk/documents/s75132/Barnet\\_0-19\\_Early\\_Help\\_Strategy\\_2023-2026\\_Draft\\_For\\_Consultation.pdf](https://www.barnet.gov.uk/sites/default/files/023478_-_BC3611_-_BARNET_-_New_Child_and_Family_Early_Help_Strategy_-_WEB_12.4.2023_0.pdf)

<sup>6</sup> <https://www.barnet.gov.uk/children-and-families/domestic-abuse/domestic-abuse-and-violence-against-women-and-girls-strategy>

<sup>7</sup> [https://www.barnet.gov.uk/sites/default/files/send\\_strategy\\_2021-2024\\_.pdf](https://www.barnet.gov.uk/sites/default/files/send_strategy_2021-2024_.pdf)

<sup>8</sup> [Appendix 3 Barnet CDPB Delivery Plan 2023.pdf \(moderngov.co.uk\)](https://www.moderngov.co.uk)

a place where people from different backgrounds get on well together. Currently, 43% of the population is not White and this diversity is also expected to continue to grow. Whilst seen as a relatively prosperous borough, there are pockets of deprivation, particularly concentrated in the west and south of the borough. Open-source data is available here [JSNA – Borough Summary | Barnet Open Data](#)

## 2.2.1 Demographics

Indicator	2011	2021	% Change
Total Population	356,386	389,300	+9.2%
<b>Gender</b>			
Female	183,710 (51.5%)	183,710 (51.5%)	
Male	172,676 (48.5%)	188,400 (48.4%)	
<b>Age</b>			
0-19	90,464 (25.4%)	96,600 (24.8%)	+6.8%
20-24	20,670 (5.8%)	26,080 (6.7%)	+26.2%
25-74	221,542 (62.2%)	240,320 (61.7%)	
75+	23,709 (6.7%)	26,300 (6.8%)	
<b>Ethnicity</b>			
White	228,553 (64.1%)	224,762 (57.7%)	
Asian	65,918 (18.5%)	74,972 (19.3%)	
Black	27,431 (7.7%)	30,651 (7.9%)	
Multi	17,169 (4.8%)	20,889 (5.4%)	
Other	17,315 (4.9%)	38,070 (9.8%)	

Table 1. Barnet Demographic Data Census 2011 and 2021

## 2.2.2 Education

All secondary schools; and all but 5 primary schools in Barnet are good or outstanding. Progress of pupils between Key Stage 1 and Key Stage 2 (KS2) in all subjects is significantly better than the national average (top 10% in Reading and Maths in 2022), and attainment and progress of children on a Child Protection Plan at KS2 was strong comparatively and in the top 20% of Local Authorities, 10% in some areas. Barnet's Progress 8 ranked Barnet the 2nd best Local Authority in the country in 2 (out of 152 Local Authorities), and Barnet was in the top 10% nationally in both Progress 8 (3<sup>rd</sup>) and Attainment 8 (9<sup>th</sup>) for disadvantaged pupils. The progression rate gap between Free School Meals (FSM) and non-FSM in Barnet is smaller than national. 98.5% of 16–17-year-olds in Barnet are in learning, and the progression rate of FSM students in Barnet post-16 is higher than non-FSM students nationally. Table 2 summarises the overall level of qualifications of residents of Barnet, with increases in take-up of apprenticeships and level 3 and level 4+ between 2011 and 2021.

Indicator	2011	2021	Change
No qualifications	43,883 (15.5%)	47,762 (15.4%)	-
Level 1	27,240 (9.7%)	21,302 (6.9%)	-
Level 2	34,028 (12.1%)	30,687 (9.9%)	-
Apprenticeship	3,778 (1.3%)	9,630 (3.1%)	+154.9%
Level 3	28,742 (10.2%)	38,541 (12.5%)	+34.1%
Level 4+	113,815 (40.3%)	151,642 (49%)	+33.2%
Other	30,716 (10.9%)	9,790 (3.2%)	-
<b>Total</b>	<b>282,152 (100%)</b>	<b>309,354 (100%)</b>	<b>9.6%</b>

Table 2. Barnet residents' education levels Census 2011 and 2021

Attendance in Barnet schools is 1% above national with the persistent absence rate below national and the severe persistent absence rate 0.7% below national. Children with a Child Protection Plan had good attendance and were ranked 6th nationally for overall attendance, 16th for unauthorised absence, 7th for authorised absence, and 6th for persistent absence. The fixed term exclusion rate in Barnet schools is 2.3% below national, and no Looked After Children, Children on Child Protection plans or Children in Need were permanently excluded in 2021/22. The suspension rate is comparatively low for Looked After Children (ranked 10th) and children on Child Protection Plans (ranked 15th).

### 2.2.3 Employment

Economic activity data shows an increase in economic inactivity overall due to an increase in the proportion of retirees in the overall population. Chart 1 shows the employment rates for residents compared to London and national averages and shows there are slightly higher rates of unemployment in Barnet (5.7%) than for the average across London (4.6%) and Great Britain (3.8%) and lower rates of economic activity and employment. A greater proportion of males than females are economically active, with males more likely than females to be self-employed and females with higher rates of employment (70.8%) than males (67.6%).

## Employment and unemployment (Jul 2022-Jun 2023)



Chart 1. Barnet residents' employment comparative data ONS

### 2.2.4 Deprivation

The Office of National Statistics (ONS) figures show that in Barnet, 11.1% of the population was income-deprived in 2019. Of the 316 local authorities in England (excluding the Isles of Scilly), Barnet is ranked 149th most income deprived. In the least deprived neighbourhood in Barnet, 1.3% of people are estimated to be income deprived. In the most deprived neighbourhood, 33.2% of people are estimated to be income deprived. The gap between these two is 31.9 percentage points in Barnet. Data in Table 3 shows that almost 14% of children aged 0-15 in Barnet are living in poverty, with 10.76% and 10.3% living in low-income families. Data from the 2021 census shows there is no link between economic inactivity and deprivation, with the Barnet overall figure for economic activity at 64.57%, 63.78% of the most deprived are economically active and 63.72% of the least deprived are economically active.

	Children aged 0-15 in absolute low-income families	Children aged 0-15 in relative low-income families	Children aged 0-15 in poverty	Households in Fuel Poverty	Overcrowded housing (Census 2021)
<b>Barnet</b>	10.76	10.30	13.95	10.37	14.29
Most Deprived	18.86	18.67	24.12	14.68	21.68
Above Average	11.27	10.40	15.38	12.01	18.75
Average	9.48	8.88	12.47	9.10	13.74
Below Average	7.66	7.46	7.95	8.21	9.47



Least Deprived	5.29	4.78	4.95	7.68	5.46
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Table 3. Barnet residents' deprivation comparative data ONS

Chart 2 shows that there may, however, be a correlation between deprivation and rates of violent crime and sexual offences in the Borough.

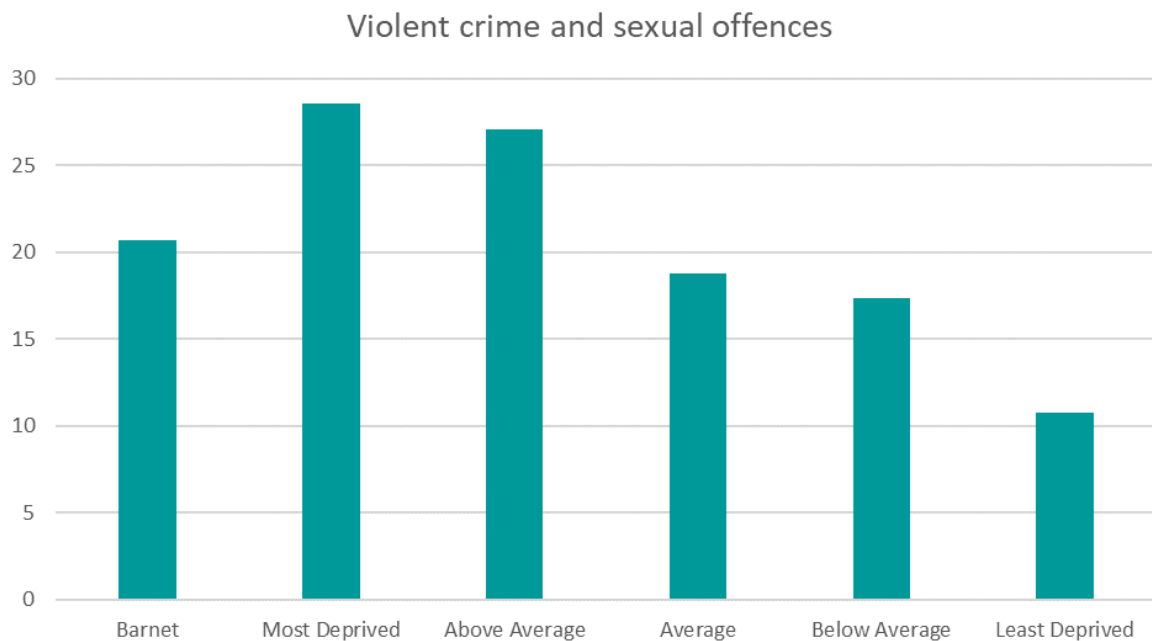


Chart 2. Barnet rates of violent crime and sexual offences by level of deprivation data ONS

### 3 Barnet's Violence Profile

Barnet's crime profile provides insights into violent offending including frequency, perpetrators and victims. This allows for the development of targeted strategies to create an even safer borough and environment for residents.

Whilst the monthly offence numbers stay relatively consistent, the data indicates a rising trend, with a 9% rise in the number of offences from the preceding 12 months (ending June 2022) to January through June 2023.

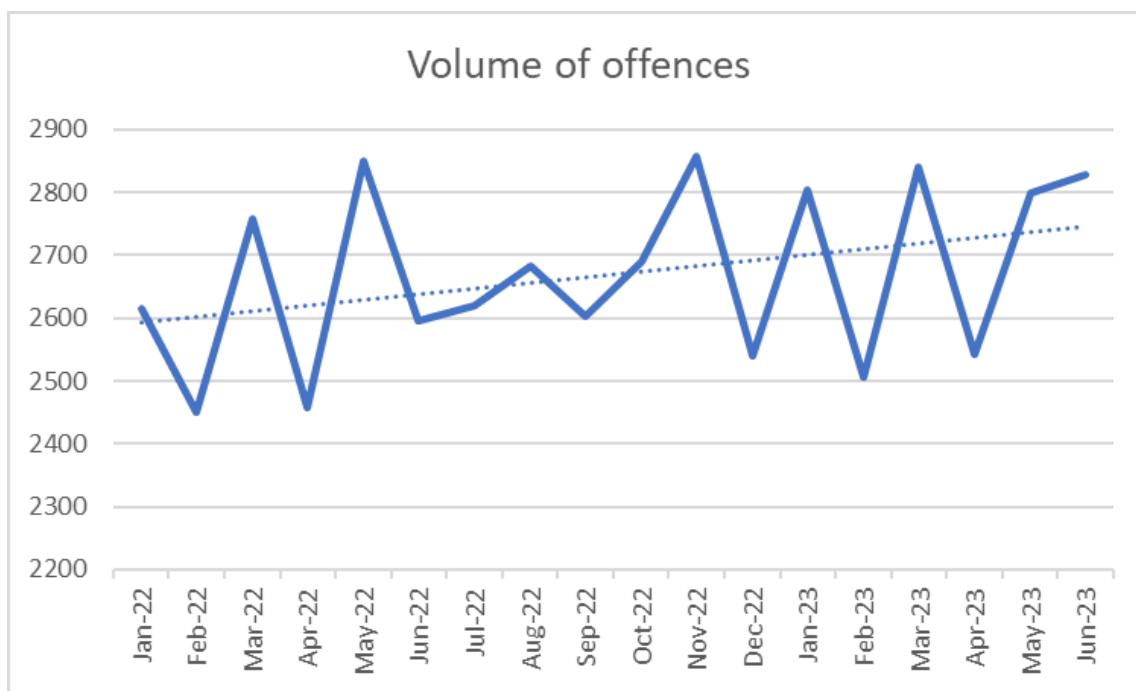


Chart 3. Volume of offences in Barnet from January 2022 to June 2023, London Metropolitan Police data.

### 3.1 Serious Violence Crimes Overview

Offence Group	Barnet (Obtained via Met Data)	London	England
Homicide	6	114	573
Violence with injury	3495	78,384	540,855
Violence without injury	8416	104,833	778,233
Sexual offences	1085	24,853	181,252
Robbery	1185	31,157	74,702
Theft offences*	<b>8920</b>	<b>425,095</b>	<b>1,647,207</b>
Burglary *	3830	54,946	262,541
Vehicle offences	7357	107,445	388,055
Criminal damage & and arson	2810	54,679	485,340
Drug offences	1597	41,429	168,839
Possession of weapon offences	235	6,183	55,772
<b>Total</b>	<b>38,936</b>	<b>929,118</b>	<b>4,583,369</b>

\*Theft and burglary offences are inclusive of bicycle/other theft, shoplifting, burglary, and residential and non-residential burglary.

Table 4. Number of recorded offences between January 2022 and year end June 2023, ONS.

Table 5 shows an overall increase (8%) in the number of incidents. Barnet, like several other boroughs witnessed an increase in violent crimes as the restrictions of the COVID-19 pandemic were lifted, which are likely contributed to by an increase in financial hardship, lack of access to key services during the pandemic, an increase in drug and alcohol use and mental health needs. Further, some disruption to organised criminal groups activities creating new opportunities for territorial and business (sale and supply of illicit drugs) conflict.

Offence Group	Year-end October 2022	Year-end October 2023	% change
Homicide	4	6	↑50%
Violence with injury	1,938	1,981	↑2.2%
Violence without injury	4,548	5,014	↑10.2%
Sexual offences	620	577	↓6.9%
Robbery	587	757	↑28.9%
Theft offences	4,739	5,345	↑12.8%
Burglary	2,097	2,066	↓1.5%
Criminal damage & arson	1,534	1,617	↑5.4%
Drug offences	862	929	↑7.8%
Possession of weapon offences	145	125	↓13.8%
<b>Total</b>	<b>17,074</b>	<b>18,417</b>	<b>↑7.9%</b>

Table 5. Overview of recorded serious violent crime offences, London Metropolitan Police data, Public Tableau.

### 3.1.1 Firearm Offences

Figure 2 illustrates fluctuations in firearm offences, notably peaking at 11 offences in April 2023, the highest since July 2019. The Metropolitan Police and Council partnership in delivering the Clear Hold Build (CHB) framework has resulted in substantial success rates of arrests following an increase in serious violence relating to firearm possession and shootings. Additional details about the CHB model can be found on page 22 of this SNA. Building on this achievement, there has been a 64% decrease in the incidence of gun crime offences.

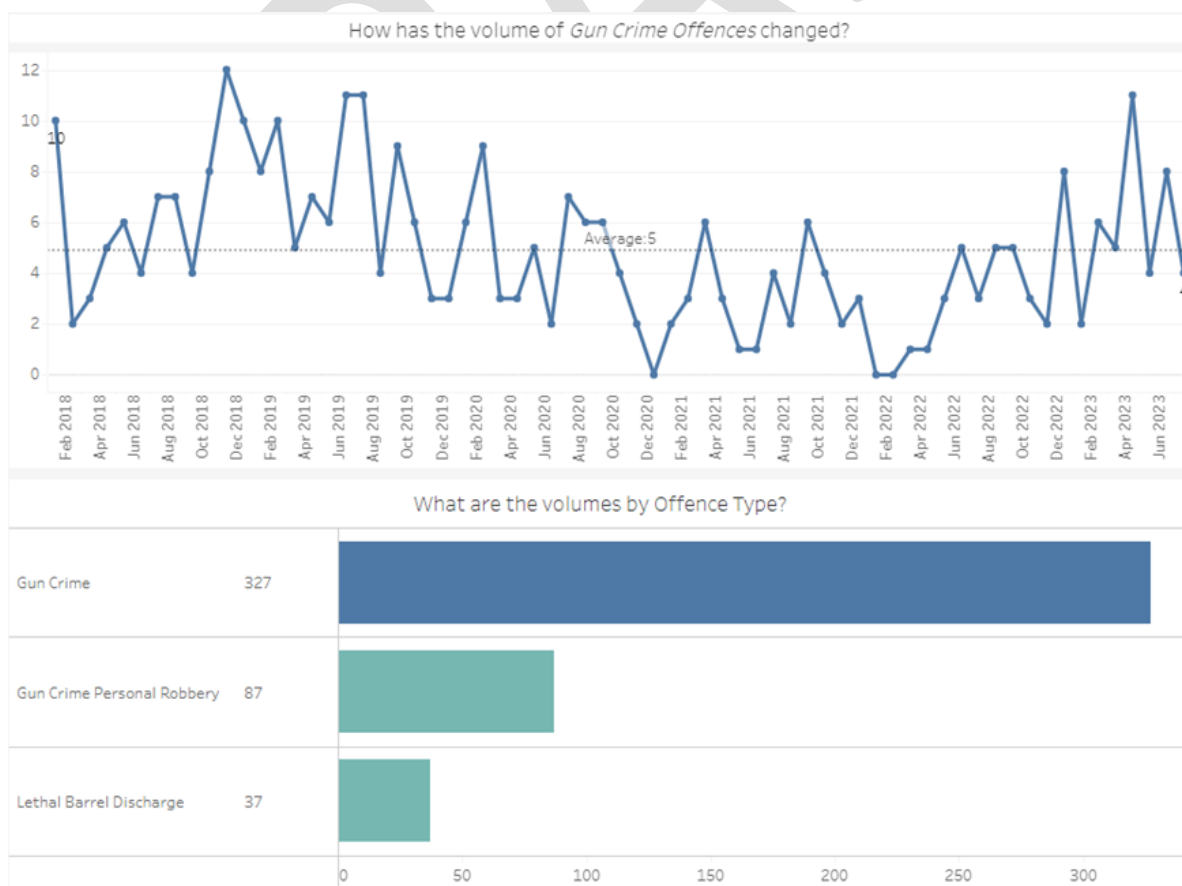


Figure 2. Volume of gun crime offences in Barnet from January 2020 to July 2023, London Metropolitan Police data, Public Tableau.

### 3.1.2 Knife Offences

Knife crime in the borough has varied over time but continues to pose a concern for the community and particularly young people. Figure 3 illustrates a spike in offences, indicating a 100% increase between April – July 2023. Within the period from January 2020 to July 2023, 128 victims of knife offences resulting in injury were under the age of 24.

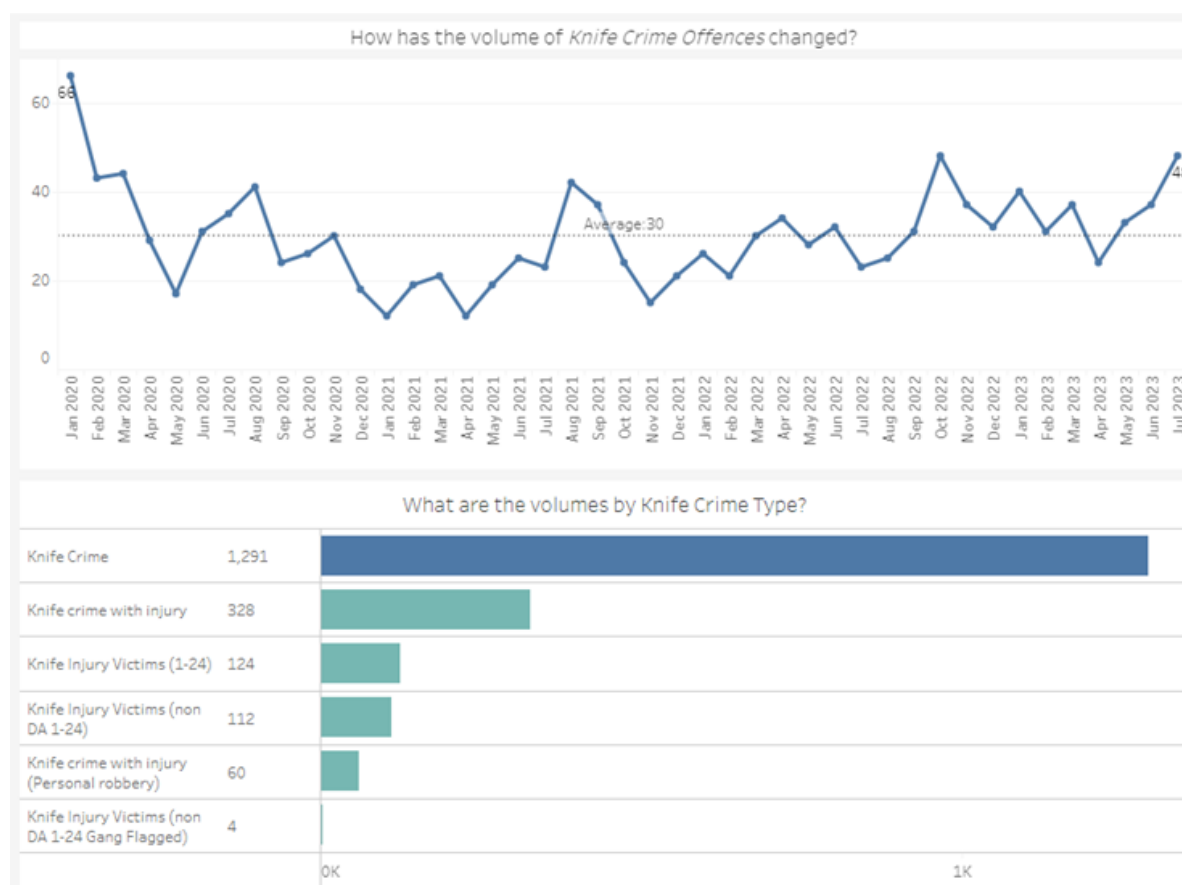


Figure 3. Volume of knife crime offences in Barnet from January 2020 to July 2023, London Metropolitan Police data, Public Tableau.

Table 6 shows a rise in hospital admissions with age, peaking at 18-24 years, followed by a decline from 25-29 years, emphasising a vulnerability among young males aged 16-24 years. This information corresponds with the knife related incidents observed in Barnet, especially among the youth, particularly young males (refer to page 23).

Cause of attendance	No. of admissions	Male	Female	Age				
				0 to 9	10 to 17	18 to 24	25 to 29	30+
<b>Physical assault</b>	30,129	<b>23,037</b>	7,036	1,741	3,537	<b>5,792</b>	3,811	15,248
<b>Assault by sharp object</b>	4,382	<b>4,005</b>	450	19	515	<b>1,157</b>	656	2,035

<b>Firearms related</b>	510	<b>470</b>	54	13	81	<b>117</b>	63	236
<b>Other assault*</b>	400	239	209	12	30	<b>64</b>	29	265
<b>Sexual assault</b>	268	68	<b>200</b>	4	26	<b>49</b>	31	158

Table 6. Causes of attendance in hospitals across England,, 2021-2022, NHS digital data store.

The table below shows the local admissions to hospitals in Barnet due to assault and violence related injuries for all young people under 18-year-olds. It is important to note that these figures will include residents from neighbouring boroughs who attend hospitals in Barnet.

Year	Q1	Q2	Q3	Q4	Total	% of overall A&E attendances
2021/22	17	13	29	25	84	0.1
2022/23	32	21	22	25	100	0.1

Assault and Violence related injuries remains low at 0.1- 0.2% of the overall attendances at Accident and Emergency, however in congruence to the local picture of violence across Barnet and London attendances have increase in 2022-23 in comparison to the previous year.

### 3.1.3 Drug Offences

Figure 4 illustrates a rising trend in the number of drug-related offences since January 2020.

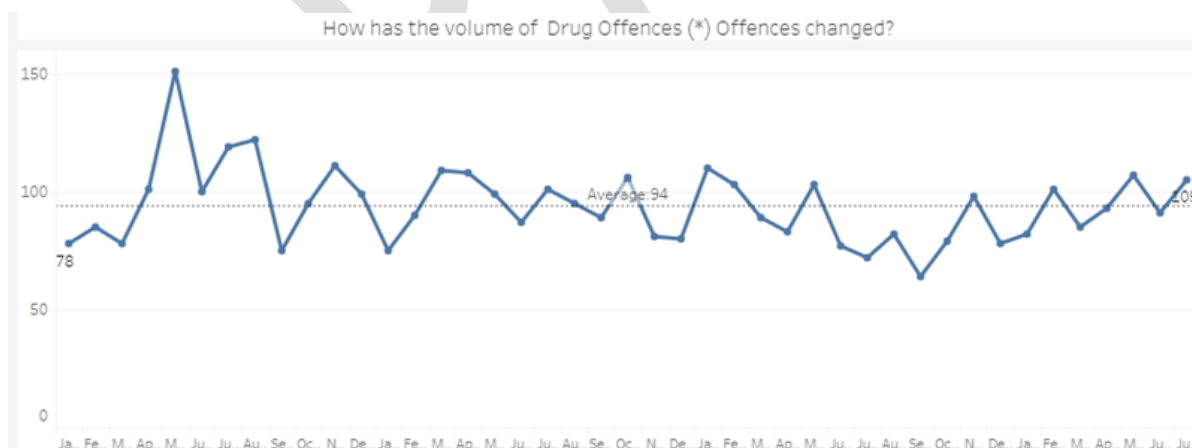


Figure 4. Volume of drug-related recorded offences from January 2020 to July 2023, London Metropolitan Police data, Public Tableau.

Table 7 shows the number of drug offences in Barnet is generally lower than the London rate of offences per 1000 population in January 2023 the London rate is 4.8, in Barnet it is 2.4. As illustrated in the map below, the incidence varies across wards, with the west of the borough showing a higher volume of drug offences. The disproportionate crime rate can be directly affected by pro-active policing in high crime areas.

	Barnet	London
<b>Drug offences per 1000 pop Feb 2022 – Jan 2023</b>	2.4 1000 pop	4.8 per 1000 pop
<b>Number of offences 12 months to Jan 2023 compared to previous 12 months to Jan 2022</b>	Down 14.8%	Down 8.3%
<b>January 2023 compared to December 2022</b>	Down 2.7%	Up 26.8%

Table 7. Drug offences in London and Barnet, London Borough of Barnet Combatting Drugs Partnership Needs Assessment, 2023.

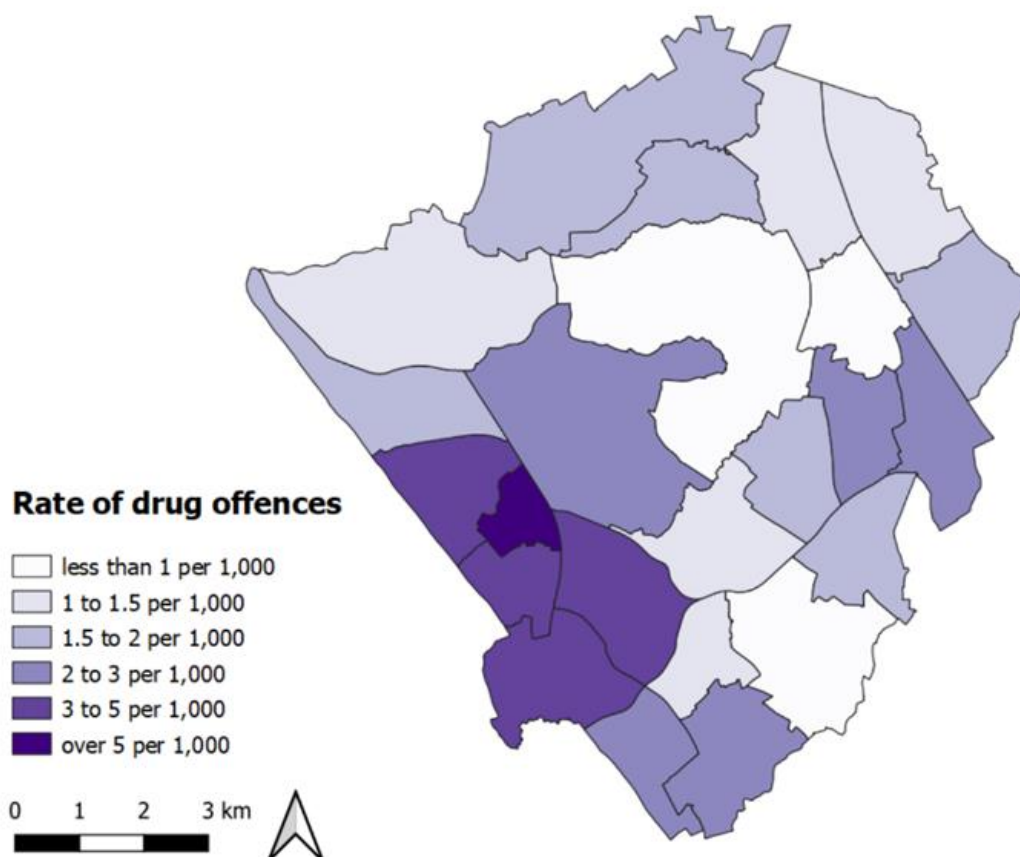


Figure 5. Heat map showing drug offences by ward, Combatting Drugs Partnership Needs Assessment 2023.

From February 2022 to January 2023, statistics show that 67% of drug-related offences pertain to possession, while 33% involve the supply of illicit substances. 25% of drug trafficking offences led to sanction detentions, whereas 56% of possession offences resulted in sanction detentions. This suggests that individuals using illicit substances are more likely to face

prosecution than those involved in their supply, underscoring the intricate nature of the relationship between drug possession and supply, Combating Drugs Partnership Needs Assessment<sup>8</sup>.

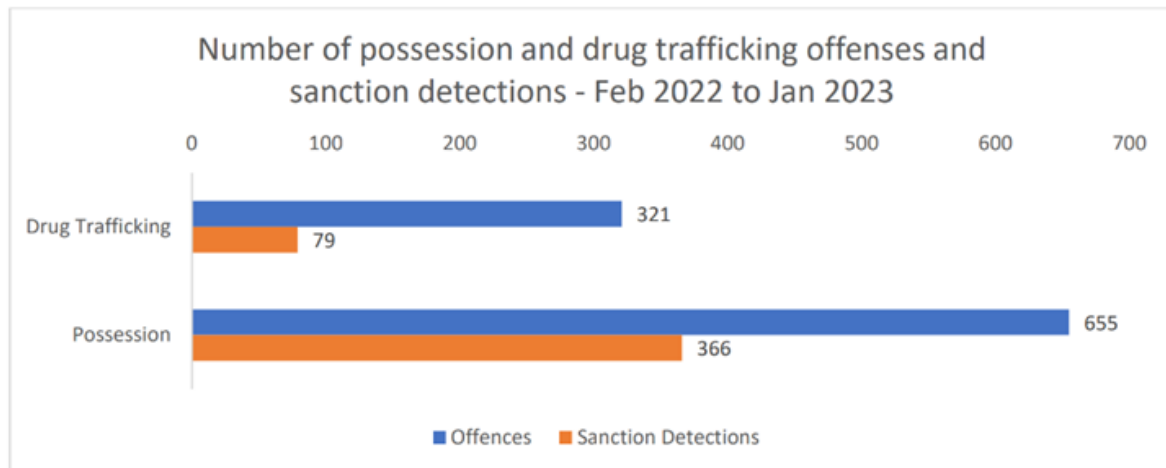


Chart 4. Number of possession and drug trafficking offences and sanction detections

### 3.1.4 Domestic Abuse and Sexual Offences

Domestic Abuse (DA) and serious violence are interconnected, as domestic abuse can escalate to serious violence. Perpetrators may use escalating levels of force within intimate relationships, leading to severe harm or even domestic homicides. Addressing domestic abuse is crucial to preventing the progression to serious violence, emphasising early intervention and support for victims and perpetrators to break the cycle of abuse. Refer to the Domestic Abuse and Violence Against Women and Girls strategy for insights into Barnet Council’s actions to assist both victims and perpetrators of domestic abuse and violence<sup>6</sup>.

DA Multi Agency Risk Assessment Conference (MARAC) helps to ensure that victims at high risk of harm are supported and better protected from further abuse by a coordinated effort from all agencies and organisations. Local multi-agency partners will meet to discuss the victims at highest risk of domestic abuse in the borough. Agencies will agree and undertake actions that form part of an effective safety plan for the victim and the children.

From January 2020 to October 2023, Barnet has recorded 2,897 incidents of domestic abuse with injury, resulting in an offence rate of 7.3 per 1,000 population. The number of offences in October 2023 rose by 28.6% compared to the previous month.

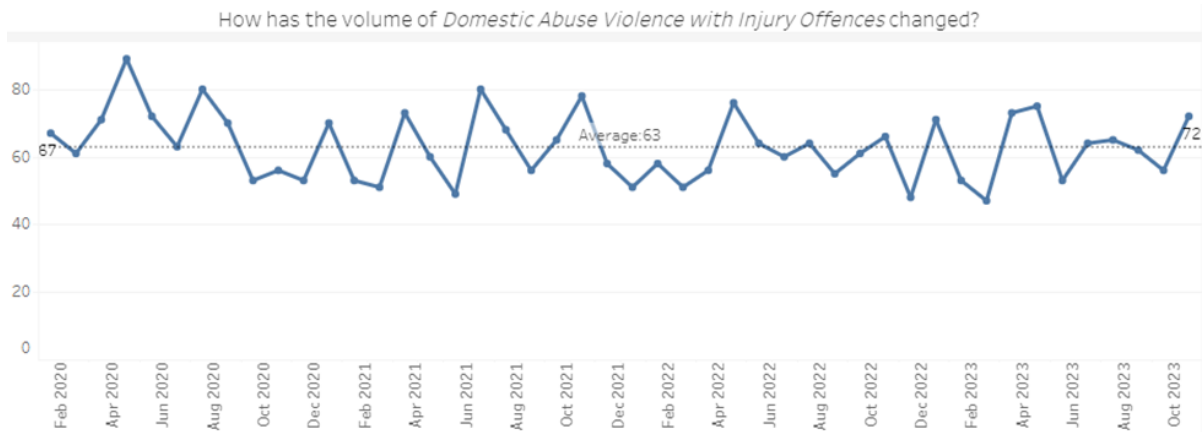


Figure 6. Volume of domestic abuse violence with injury offences in Barnet from January 2020 to October 2023, Metropolitan Police data, Public Tableu.

Chart 5 shows that from 2019 onward, there have been 13 homicides in Barnet, with two of them being domestic abuse related.

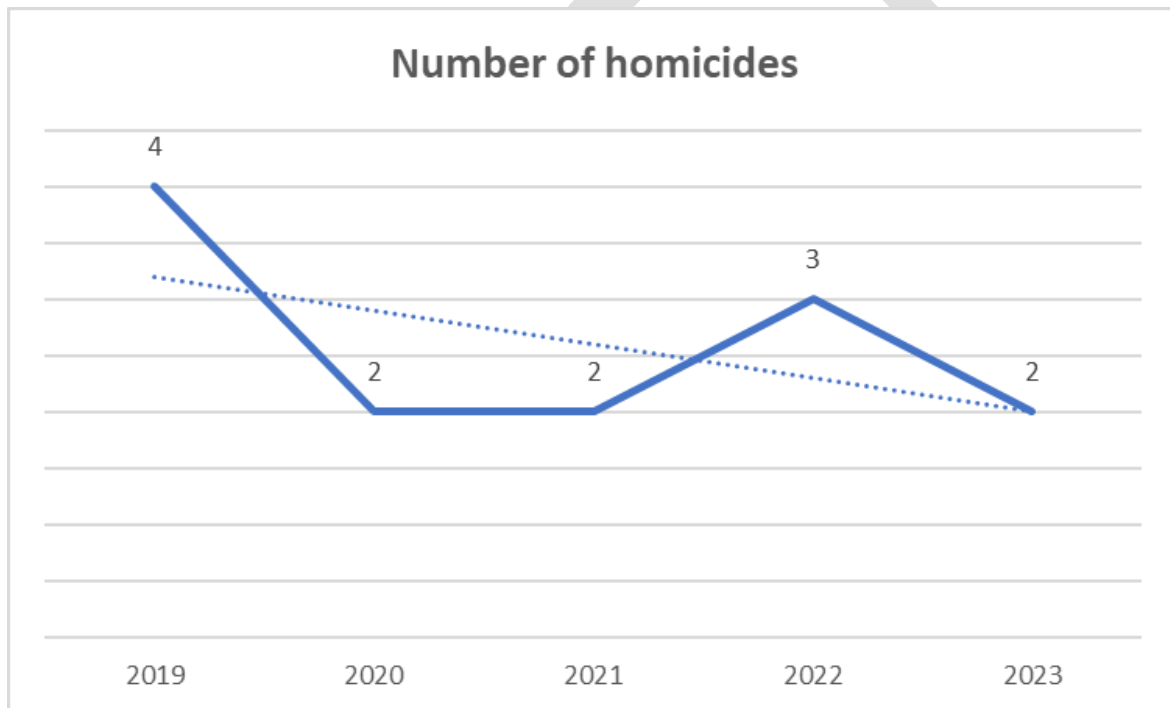


Chart 5, Number of homicides in Barnet from 2019 to June 2023, London Metropolitan Police data.

Figure 7 shows, from January 2020 to October 2023, Barnet has recorded 2,603 incidents of sexual offences, of which 37% were classed as rape cases, resulting in an offence rate of 6.5 per 1,000 population. The number of sexual offences as reduced by 3.3% compared to the previous 12 months. The lower offence rates at the beginning of 2020 may be attributed to the initiation of the COVID-19 pandemic lockdown and stringent movement restrictions. As the measure evolved over time, we observe fluctuations in the data.



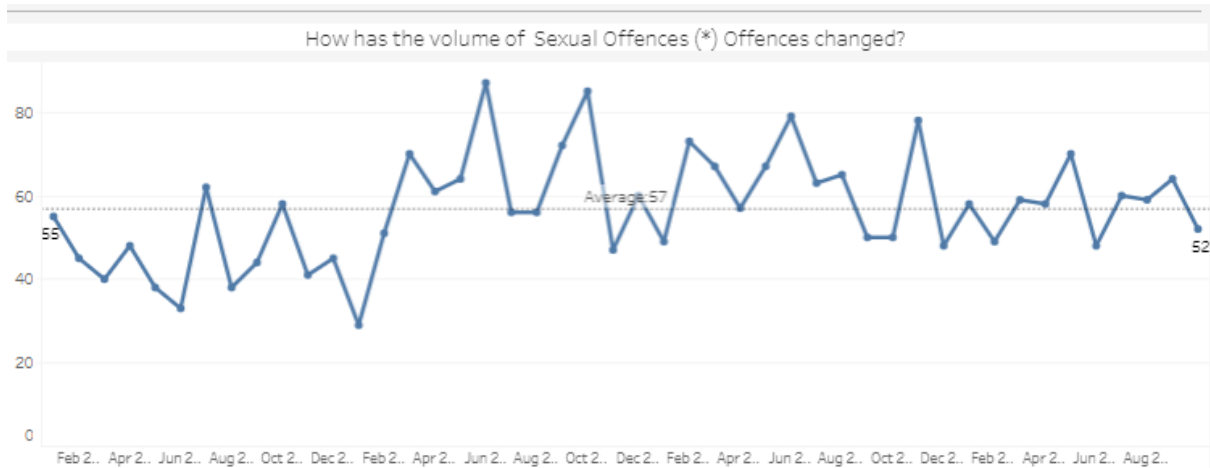


Figure 7. Volume of domestic abuse violence with injury offences in Barnet from January 2020 to October 2023, Metropolitan Police data, Public Tableu.

Chart 6 illustrates the number of hospital admissions for sexual assault across England, categorised by age groups. It highlights that 18–24-year-olds are particularly vulnerable to this crime, with 75% of the victims being female. This can also be seen in the data sets for the previous years.

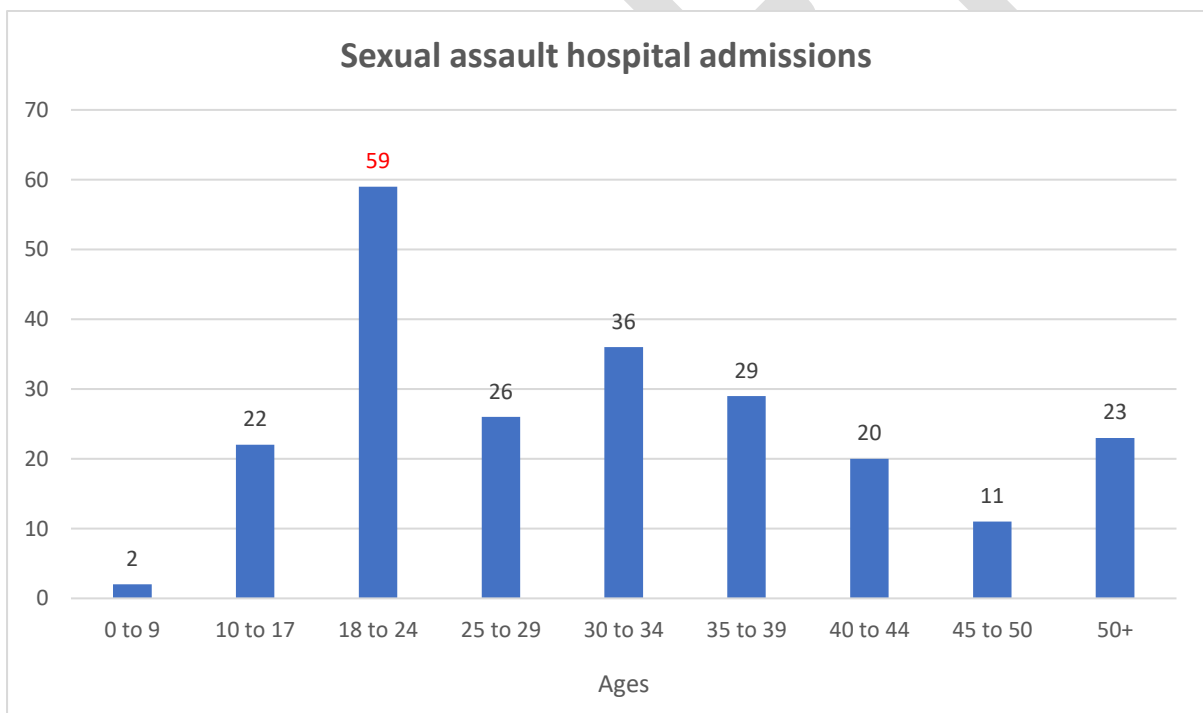


Chart 6. Number of sexual assault hospital admissions from 2022 to 2023 across England, NHS Hospital Data.

## 3.2 Serious Violence Under 25s

### 3.2.1 Offending Data

Table 8 indicates a greater occurrence of serious violence crimes among individuals under 25; nevertheless, it is important to note the presence of undisclosed data that cannot be accounted for.

Crime Group	YEAR									
	2022					2023				
	1-17 yrs	18-24 yrs	25-29 yrs	30-34 yrs	N/A	1-17 yrs	18-24 yrs	25-29 yrs	30-34 yrs	N/A
Arson and Criminal Damage	107	57	50	45	180	112	73	40	67	210
Burglary, Theft & Robbery Related	322	395	235	341	1826	406	437	318	420	2150
Violence Related	419	420	327	241	696	438	523	359	461	811
Possession of weapon	9	15	8	6	15	18	21	3	4	22
Drugs Related	30	139	60	50	120	38	162	88	56	235
<b>TOTAL</b>	<b>887</b>	<b>1026</b>	<b>680</b>	<b>683</b>	<b>2837</b>	<b>1012</b>	<b>1216</b>	<b>808</b>	<b>1008</b>	<b>3428</b>

Table 8. Breakdown of 0–34-year-olds serious violent crime offences occurring in Barnet from January 2022 and July 2023 London Metropolitan Police recorded suspect data, Safestats

There is a higher rate of serious violence offences amongst those under 25 years which can be attributed to a combination of factors i.e. higher prevalence of involvement in street gangs/group offending and/or exploitation/organised criminal groups.

Other contributing factors to offending are exposure to domestic abuse, adverse life experiences, mental health, socioeconomic disparities and access to education and employment.

### 3.2.2 Youth Justice Services

Youth Justice Services (YJS) works with children and young people who have committed an offence for which they have been charged. The service works with children aged between 10 and 17 years. YJS support children to make changes in their lives, so they do not reoffend or cause further harm to the community. This includes promoting restorative justice and working with victims.

## Prevention, Diversion and Out-of-Court Disposals

When a child or young person commits an offence in some cases, it may be most appropriate to divert or triage them away from the criminal justice system and work with the individual, their family and victim through more informal ways to address their needs and prevent further offending.

In Barnet there are a range of preventative, diversionary and Out of Court Disposal interventions. The Engage programme provides a youth work intervention to children whilst in police detention enabling early diversion to positive activities. The Turnaround Programme, also offers a diversionary route from the criminal justice system through targeted youth support.

Out-of-court disposals (OCD) can be used for children and young people who have admitted to an offence, but it is not in the public interest to prosecute as it is not always appropriate for children/young people who commit a crime to be sent to court. It may be appropriate for the Police and Youth Justice Service to consider an Out of Court disposal (OCD).

OCD options include:

- No further action
- Triage or Community Resolution: (Triage or Community Resolution is an informal process that means a child or young person will not be prosecuted, given a community resolution or Triage. The child can be asked to go to Youth Justice Team appointments. Children or young people who get in trouble for the first time or less serious offences can be dealt with informally by the police. If a child or young person is interviewed and admits to doing something wrong, the police should always consider out-of-court disposals)
- Youth Caution: (Youth Cautions aim to provide a proportionate and effective resolution to offending and support the principle statutory aim of the youth justice system of preventing offending by children and young people)
- Youth Conditional Caution: (Youth Conditional Cautions are cautions conditions attached. If a child or young person does not keep to the conditions they could be prosecuted for the original offence)

In Barnet, OCDs are proven to be effective in providing holistic intervention and diversion for children in preventing entry into the criminal justice system. In 2022/23, 78 children received an OCD. A breakdown of intervention provided is outlined in the table below. This cohort is predominantly male 82%, which reflects a similar gender breakdown to probation. The peak age group of these individuals is 17 years old, with 16 years old being the next most represented group.

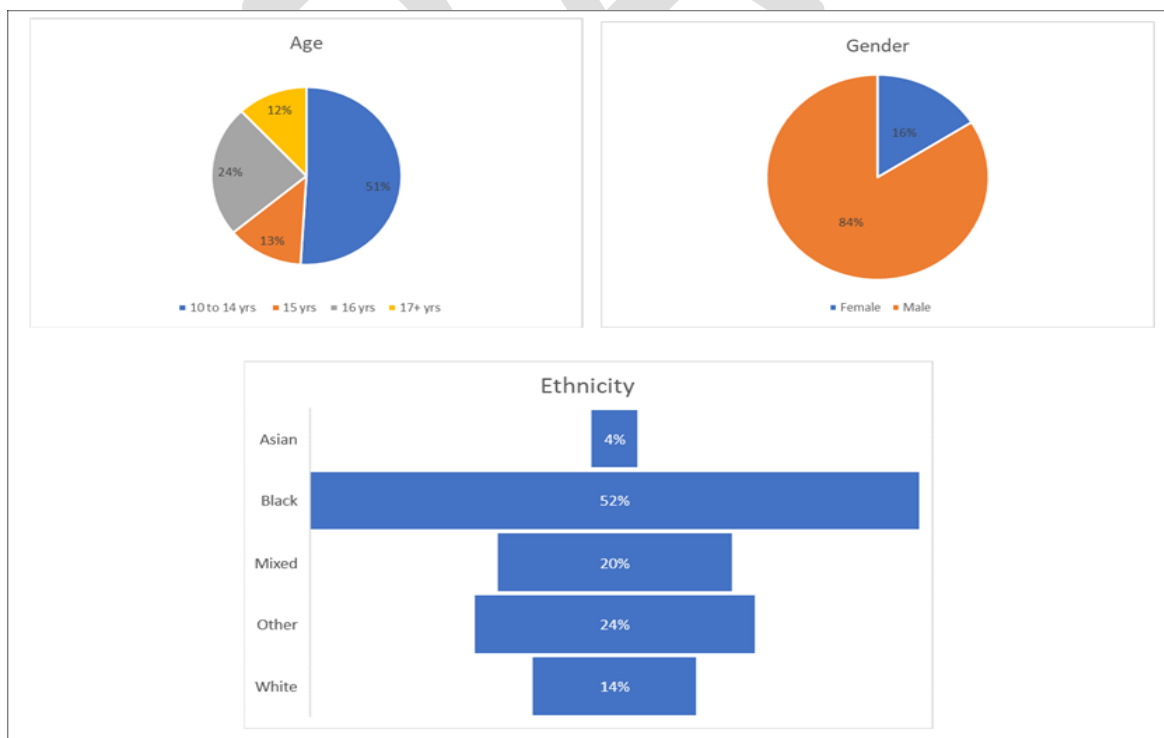
OOCD	Total
Triage	2
Youth Caution	4
Youth Conditional Caution	8
Turnaround	20
Criminal Behaviour Order	4
<b>Total</b>	<b>38</b>
Community	Total
Referral Order	24
Community Resolution Police Facilitated	1
Community Resolution - other agencies facilitated	2
Community Resolution with YOT Intervention	13
<b>Total</b>	<b>40</b>

Table 9. Breakdown of out-of-court disposals, 2022/23.

Young people engaged in an OOCD receive a holistic approach that supports a wide range of needs and includes underlying causal factors to the incident taking place, as well as educative approaches that promote pro-social behaviour and positive activities.

### YJS Offenders Demographics:

The data from YJS indicates that from 2021 to 2023 (ending in March), most serious violence crimes were perpetrated by males (84%) with 51% aged 10-14; a detailed breakdown of the ethnicity data is also provided below.



In Barnet, young people from Black and Global Majority ethnic backgrounds are overrepresented in the Youth Justice Service. Our Disproportionality Action Plan strives to address and rectify this inequality.

Table 10 indicates an elevated percentage of robbery incidents within the 10–18-year group, aligning with the substantial burglary, theft and robbery offences presented in Table 7.

Serious Violence Offence	2020-2021				2021-2022				2022-2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Drugs</b>	0%	0%	0%	0%	13%	0%	0%	0%	0%	4%	0%	0%
<b>Robbery</b>	<b>100</b>	<b>92</b>	<b>90</b>	<b>100</b>	<b>88</b>	<b>100</b>	<b>95</b>	<b>93</b>	<b>100</b>	<b>9</b>	<b>100</b>	<b>100</b>
	%	%	%	%	%	%	%	%	%	6%	%	%
<b>Violence against the person</b>	0%	8%	10%	0%	0%	0%	5%	7%	0%	0%	0%	0%
<b>Total</b>	100	100	100	100	100	100	100	100	100	100	100	100
	%	%	%	%	%	%	%	%	%	%	%	%

Table 10. The proportional make-up of serious violence offences by offence group for 10–18-year-olds. London Borough of Barnet, Youth Justice Services, 2023.

The Metropolitan Police Safestats data, shows an increased prevalence of blades and knives used during serious violent crimes such as burglary, theft, and robberies. A higher rate of offenders employ blades/knives for threats rather than causing actual injuries. Understanding the perspective of young people regarding knife crimes indicates that, in many instances, the intent behind carrying a knife is not for usage but rather for protection. Nevertheless, in certain situations, incidents can unexpectedly escalate, leading to injuries and in some cases, fatalities.

Chart 7 illustrates a rising trend in the number of blades or knives carried by 10–18-year-olds in Barnet.

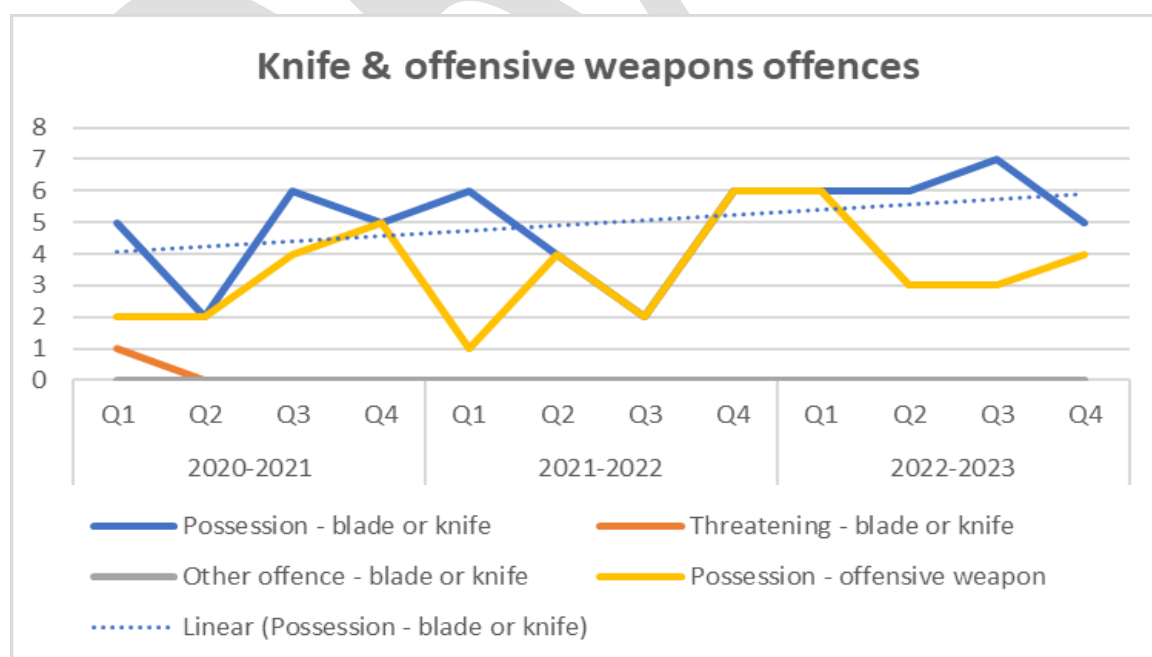


Chart 7. The number of knife and offensive weapon offences for 10–18-year-olds. London Borough of Barnet, Youth Justice Services, 2023.

Children involved with YJS are also more likely to have adverse childhood experiences (ACE's) including exposure to domestic abuse, parental offending/substance misuse and mental health needs and structural inequalities which are well evidenced as risk factors to offending. Barnet Family Services has invested in Early Help services, including mental health provision and domestic abuse. The aligned multi-agency workstreams across Early Help, violence, vulnerability, exploitation, and offending aim to identify and intervene early with those at the greatest risk of entry into the Youth Justice system to minimise the risk of problems escalating. Barnet's multi-disciplinary approach seeks to ensure an effective, holistic wraparound of support and intervention.

### 3.2.3 Serious Incident Response Meetings

In Barnet we have made significant steps in understanding that to effectively safeguard and support young people we must consider the young person in context to their environment, surroundings, and local community. When serious incidents occur it not only impacts directly on the young person and their family but also on the local community and grassroots, youth provisions and community groups that the family are part of. A Serious Incident Response Meeting (SIRM) is arranged within 24 hours for all incidents of serious violence where the victim or suspect is under 25 years and is.

- A resident in Barnet
- Notification that the young person or adult has received an OSMAN notice from the police, even if violence has not occurred.
- The incident is linked to wider criminal or gang activity.
- The victim or suspect is known to Children's Social Care Services including Onwards & Upwards), Child & Family Early Help Services or Youth Justice Services

A SIRM will be held for all incidents of serious violence where children are living in the victim or suspect household regardless of age.

If the victim and/or suspect is aged 19+ and does not meet any of the above criteria a SIRM will not be held, and the MASH will notify the chair of the Adults at Risk Panel

- SIRMs will be undertaken for all children who reside in Barnet up to the ages of 19 and up to 25 if they have care leaver status, open to the 0-25 service or if there are children under the age of 18 residing in the household.
- If the young person subject to the SIRM is open to children's social care the respective assistant head of service will be responsible for chairing the SIRM.
- Key contact list and invitees have been updated.

The SIRM data in Chart 8 shows spikes of violence occurring during May and August 2023, we believe that these incidents are more related to localised tensions rivals and disagreements between individuals and groups. Other factors which are more connected to incidents of violence include the nighttime economy and high-footfall areas including transport hubs.

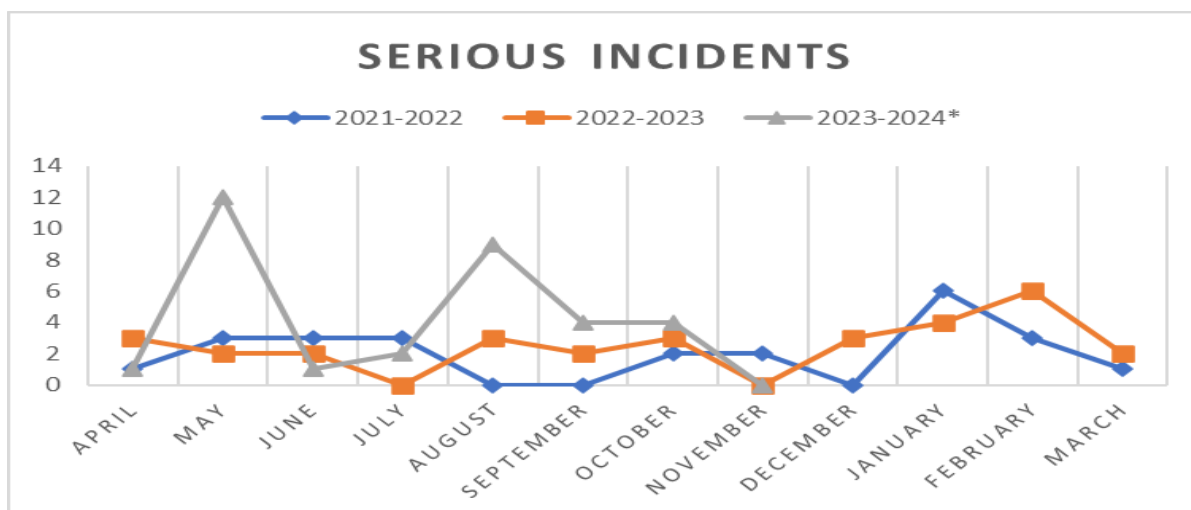


Chart 8. Number of serious incidents involving under 25s, London Borough of Barnet Serious Incident Reporting Meeting (SIRM) data, 2023.

### Clear Hold Build:

“Clear Hold Build” is a localised targeted response to reduce crime and violence. The staged approach initially seeks to provide intense Policing in a specific area and to use a mixture of intelligence and high-visibility Police to “Clear” or arrest suspects of crime and violence.

The “Hold” phase seeks to develop partnership and community resources to maintain the local areas following the period of Policing and the Build Phase” is to ensure that all partners and the community have plans and are sustaining their local area.

The initial stage of this operation was undertaken from July to September 2023 and resulted in over 200 arrests, with just 20 of these being young people. Most arrests were not Barnet residents but adults and young people who reside in other London boroughs and counties. This has resulted in anecdotal information suggesting residents feel safer, and in addition, localised crime across various types has decreased.

This staged approach is leading to the development of localised partnership and community plan to maintain positive changes. These plans which include the local community, drug and alcohol services, Health, Social Care and Community Safety are currently being developed.

Table 11 shows in the past 2.5 years, stabbings consistently emerged as the predominant form of violence, with knife crime statistics surging by 62% since 2021. The results align with the increasing pattern of knife and weapon offences documents by YJS, as indicated in chart 5.

Serious Violence Crimes	Number of Incidents		
	2021-2022	2022-2023	2023-2024 (Apr-Oct 23)
Shooting	3	2	2
Firearm Discharge	0	4	2
Attempted Stabbing	0	1	0
<b>Stabbing</b>	<b>13</b>	<b>16</b>	<b>21</b>

Assault	8	5	6
Assault with Vehicle	1	1	0
Kidnapping	1	2	2
Aggravated Burglary	2	1	0
Torture	0	1	0
Murder	3	1	2
Threats to Life	0	1	3

Table 11. Breakdown of the types of serious incidents involving under 25s, London Borough of Barnet's Serious Incident Reporting Meeting (SIRM) data, 2023.

Since 2021, chart 9 shows a 40% reduction in serious incidents on public streets, contrasting with an increase in incidents occurring in parks and public open spaces during the same period.

These parks are situated in areas where authorities are already aware of drug dealing tensions and gang activity. Figure 8 displays the parks and greenspaces in Barnet where there has been an increase in the occurrences of these incidents. This year has seen a greater diversity in the types of locations where incidents are happening such as public transport hubs and parks within Barnet.

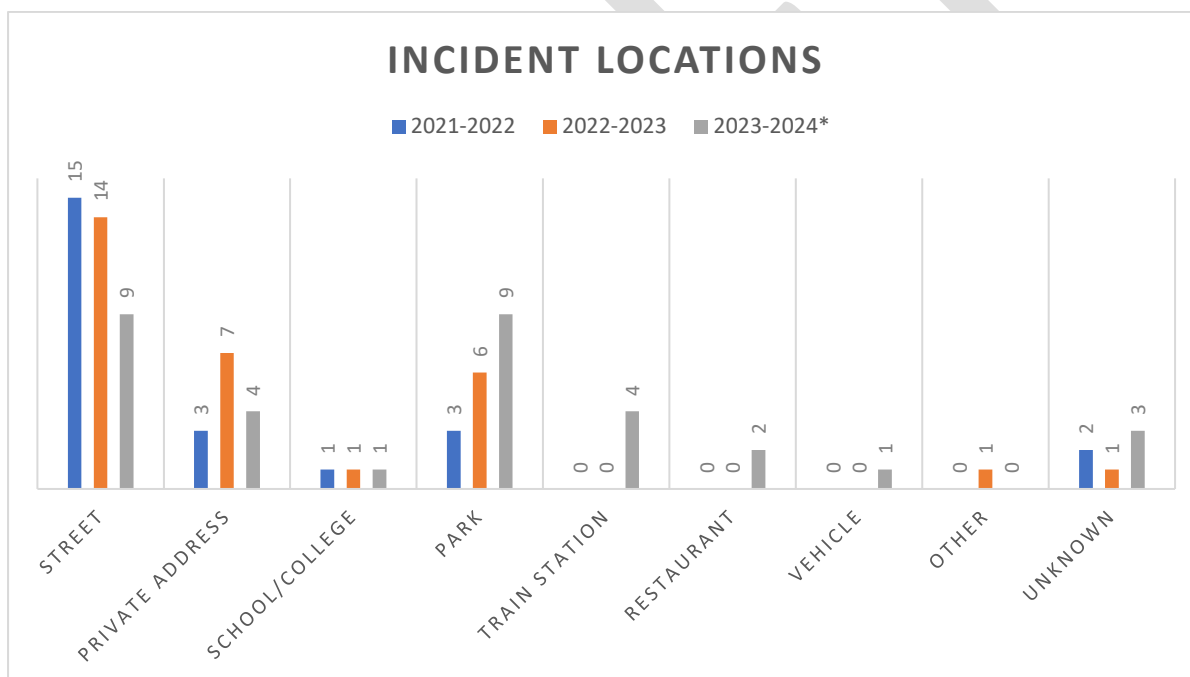


Chart 9. Serious violent crime locations. London Borough of Barnet Serious Incident Reporting Meeting (SIRMS) data.



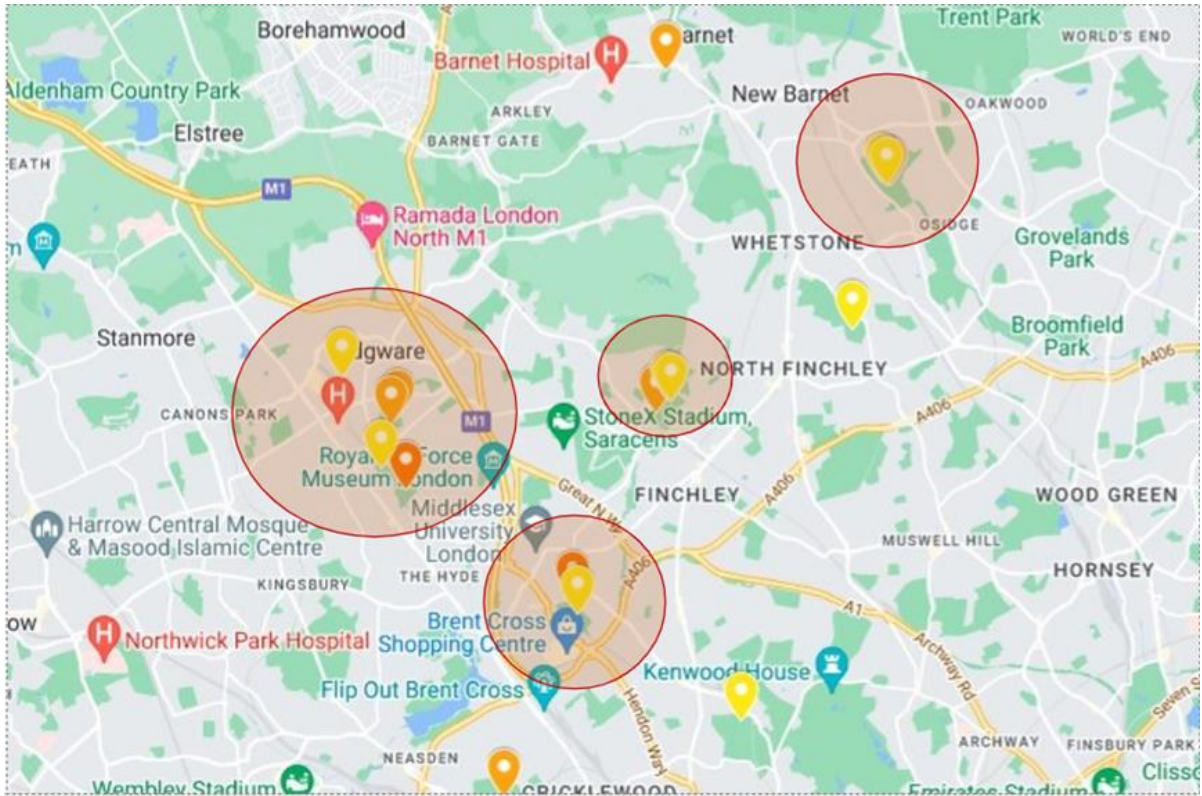


Figure 8. Barnet parks and greenspaces were identified as hotspots for serious violent crimes.

Young people are more likely to be a victim of serious violence offence than a suspect or perpetrator. Chart 10 shows a 36% reduction in the number of young people in Barnet being identified as suspects from financial years 2021 to 2023.

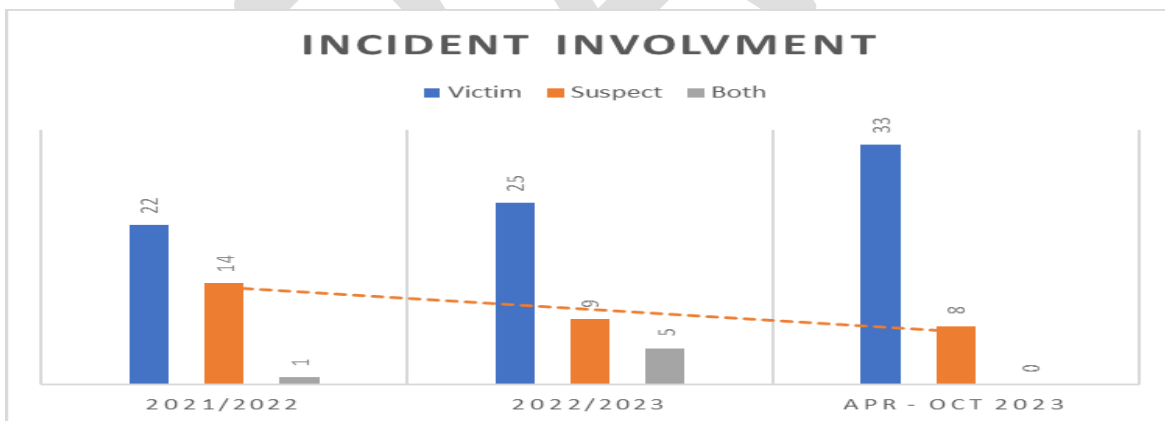


Chart 10. Breakdown of the number of young people by involvement in serious violent crimes. London Borough of Barnet Serious Incident Reporting Meeting (SIRMS) data.

Figure 9 illustrates significant findings regarding serious violent crimes, considering gender, age, and ethnicity among under 25s.

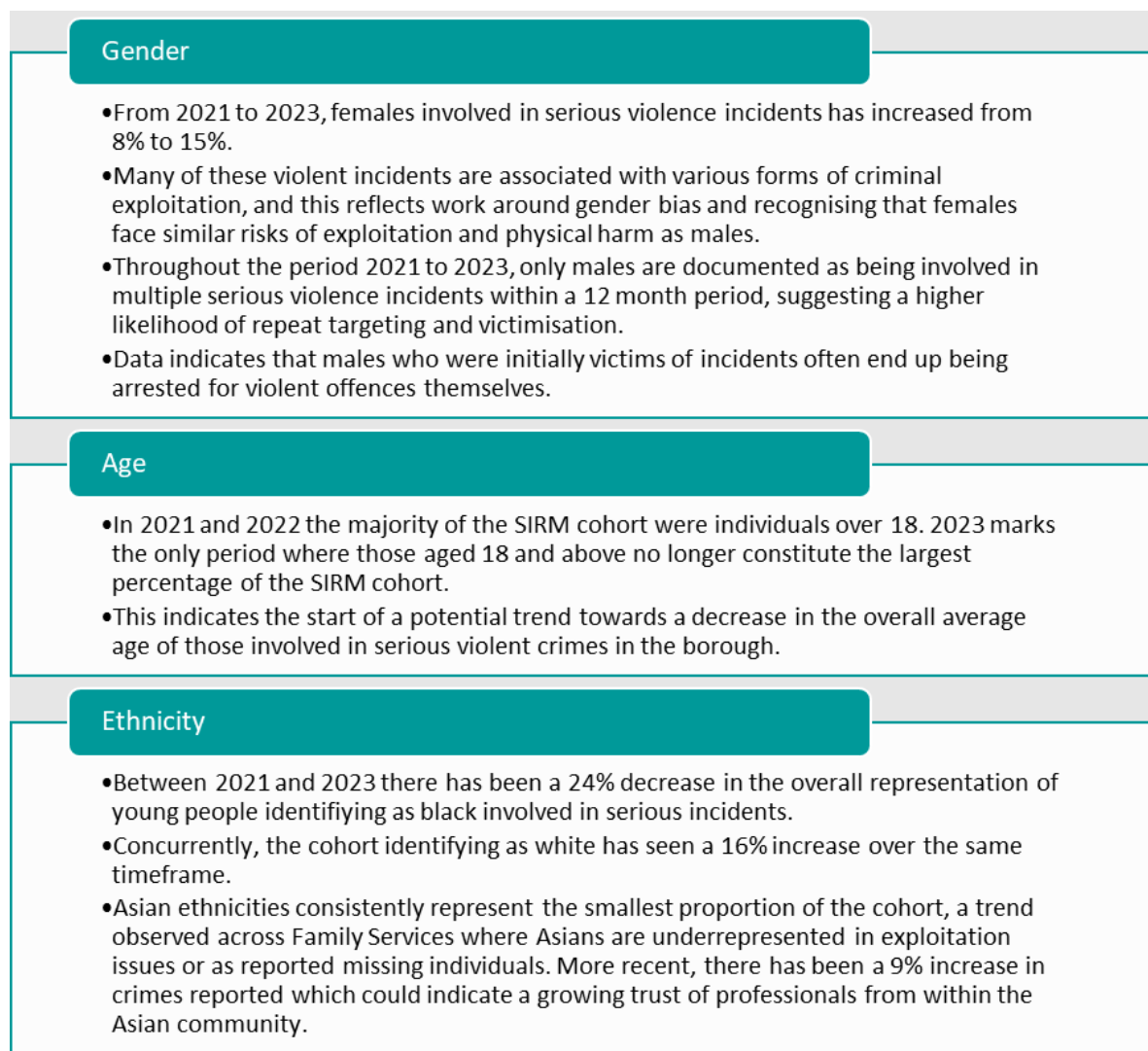


Figure 9. Summary of key demographic findings between 2021 to 2023, London Borough of Barnet, Serious Incident Reporting Meeting (SIRMS) data.

### 3.2.4 Stop and Search

When an officer stops a member of the public and searches them when certain conditions have been met. Search powers all under different areas of legislation which include searching for stolen property, prohibited articles namely offensive weapons or anything used for burglary, theft, deception or criminal damage, drugs.

The chart below shows a reduction in the volume of stop and search in Barnet over the past 12 months compared to the previous year. To date this year, there have been a total of 3,325 stop and search in the borough, 92% of individuals stopped were males.

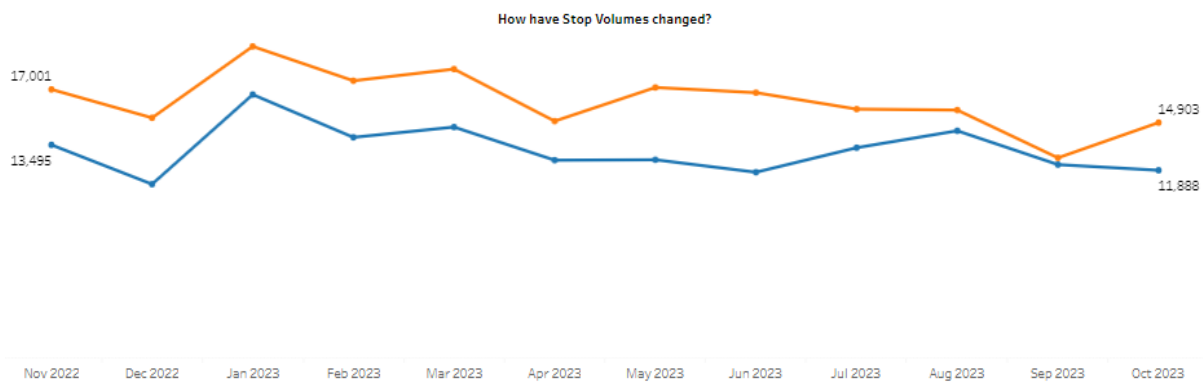
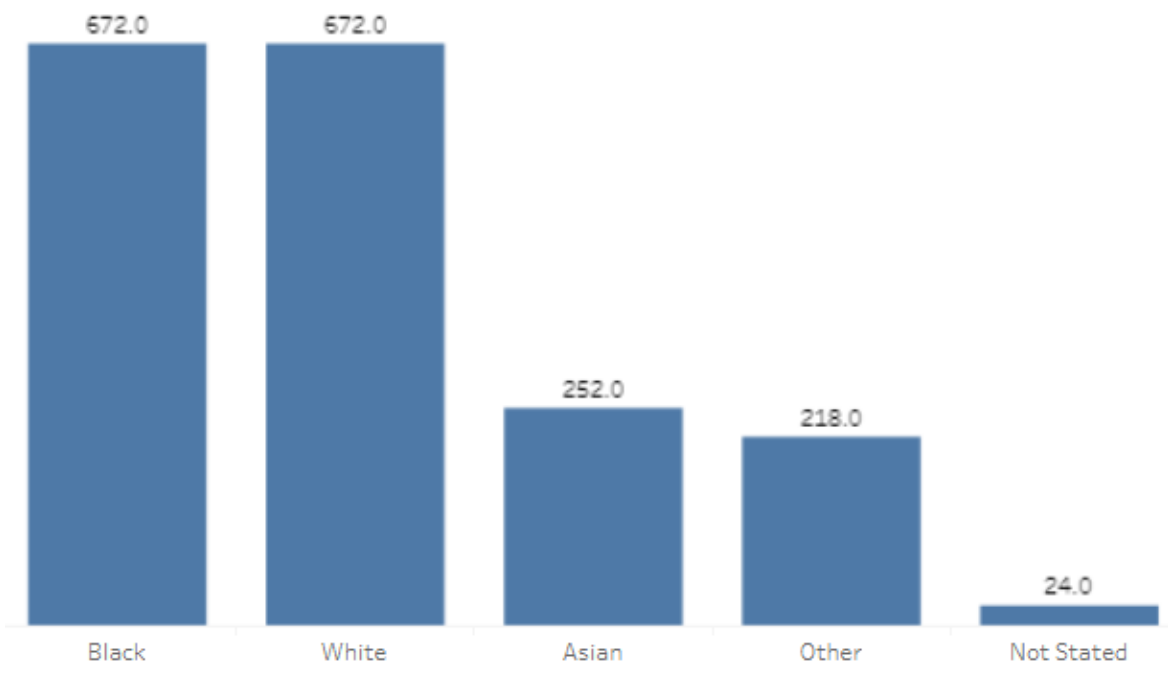


Figure 10. Volume of stops in Barnet from November 2022 to October 2023, London Metropolitan Police data.

The majority of stop and search incidents, amounting to 31.9%, carried out from January 2022 to October 2023 targeted young adults aged 18-25. Among these, 67.2% were related to drugs, and 16.6% for weapons, point and blades. There was an overall 33% success rate in achieving positive outcomes, while the remaining 67% resulted in no further action. A positive outcome can be defined as any outcome other than no further action. The data indicates 873 individuals aged 14 to 17 underwent stop and search procedures. Among them, 44.6% were related to drugs and 28.5% were associated with weapons, points, and blades. This aligns with the increasing trend observed in Barnet youth justice data, specifically concerning individuals aged 10-18 carrying blades and knives. The prevalence of sharp weapons appears to be pronounced among young males.

#### What are the number of Stops by Ethnic Appearance by Volume?



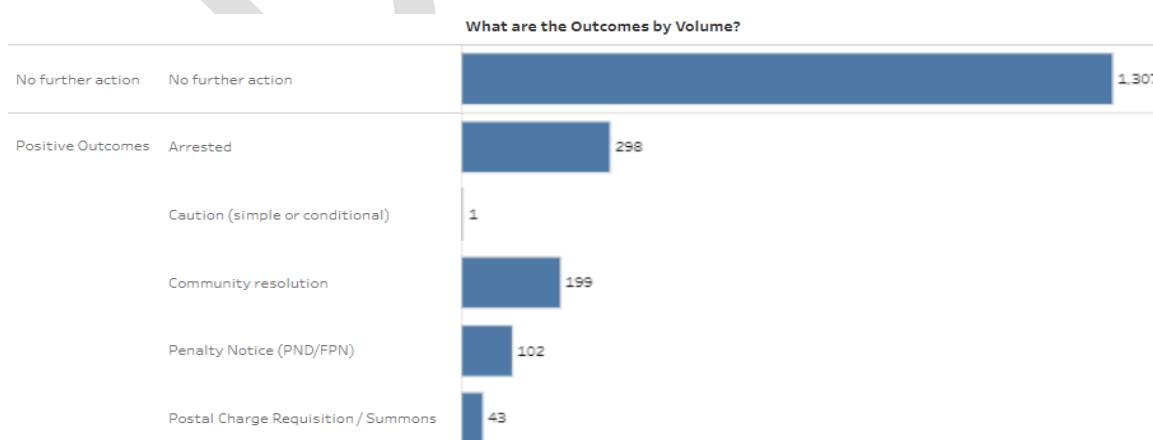
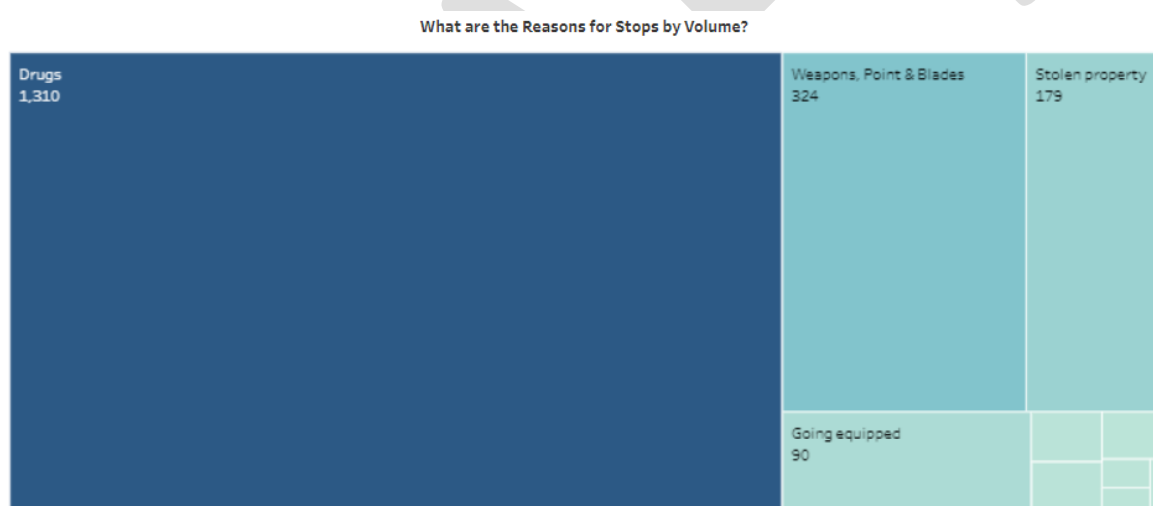
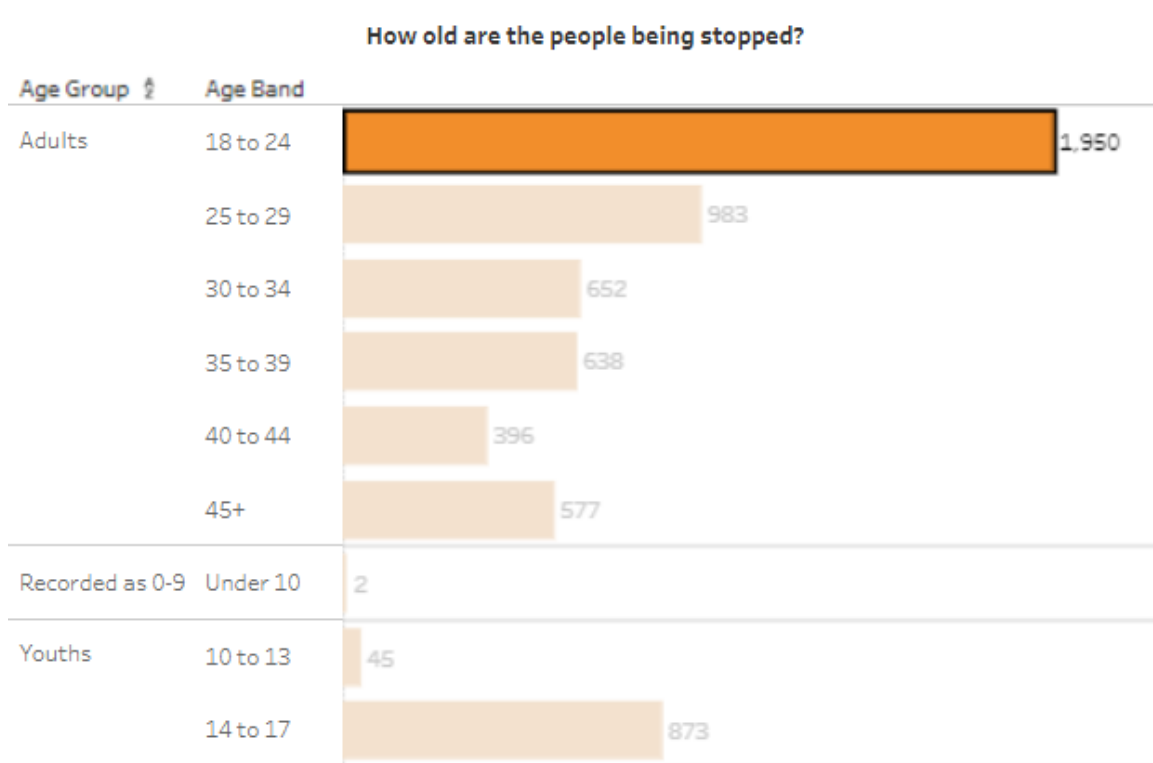


Figure 12. Stop and search outcome data on 18–25-year-olds in Barnet January 2022 – October 2023, London Metropolitan Police data

### 3.3 London Ambulance Service and Hospital Admissions

The data reveals that ambulance responses to serious violence crimes predominantly involve young males aged 16-25. The peak figures occur among 16- to 20-year-olds in 2022, and a year later, we observe a peak among 21 to 25 years old. This might indicate a continued involvement of those individuals, whether as suspect, victims or witnesses, from 2022 to 2023.

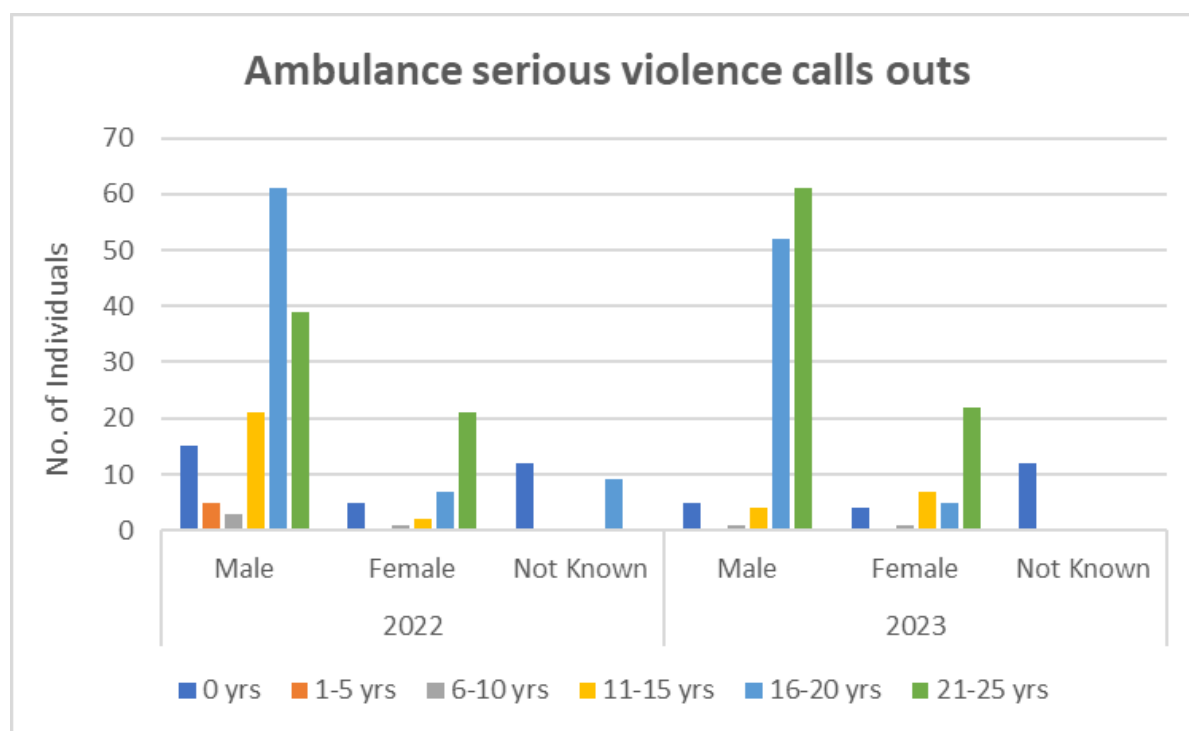


Chart 11. Number of serious violent crimes London Ambulance Services recorded callouts based on gender in Barnet, January 2022 to July 2023, Safestats

### 3.4 Education

In Barnet there are 130 schools, these are comprised the following, which also include faith, fee-paying, and independent schools.

Type of school	Number of schools
Nursery schools	4
Primary schools	90
Secondary schools	25
All-through schools	3
Special schools	6
Pupil Referral Unit	2

Each school provides their educative approaches and programmes to support pupils; pro-social behaviour and decision-making, healthy relationships and awareness of exploitation and violence. If a school is particularly concerned about a young person they will refer them to Child and Family Early Help Services.

### 3.4.1 School Exclusions

The school exclusions data over the past two years shows that in the 2022-2023 academic year, **65** young individuals faced school exclusions, compared to **24** in 2021-2022. This rise is believed to be linked to the disruptions caused by the preceding COVID-19 pandemic, impacting the education of young people significantly and changes in reporting accuracy.

Key highlights from this cohort include:

2021-22 Academic Year	2022 – 23 Academic Year
<b>N/A</b>	22 exclusions for Assault, ABH, GBH or threats
7 Young People caught with a weapon (knife)	7 Young People caught with a weapon (knife)
<b>N/A</b>	10 young people were excluded for persistent disruptive behaviour
2 young people were excluded for dealing drugs/or drinking alcohol	1 young person was excluded for dealing drugs
15 were male 8 were Female	45 were Male 20 were Female
11 has a recorded EHCP or SEN	7 had a recorded EHCP, or SEN
Peak numbers of exclusions are in year 9 followed by year 8	Peak numbers of Exclusions are in Year 10 followed by Year 9
12 excluded young people received pupil premium	24 excluded young people received pupil premium

Exclusion of a child from school is often deemed as a last option. Schools in Barnet will have a range of approaches and pastoral support to avoid exclusion. However, there is often a 'zero tolerance' approach to both violence and weapons/drug possession. Although a child found involved in violence or weapons carrying will be reported to the Police, the exclusion process will fall outside of the Out of Court Disposal or Youth Justice Services, which seeks to provide a holistic approach to reducing the risk of further offending and to also support the child's additional needs.

For some children, exclusion represents a significant and critical moment, in which they can be exposed to increased extra-familial risk and harm that can lead to involvement in further violence. Young individuals excluded from school are disproportionately represented among young offenders and also face a higher likelihood of being victims of serious violence. The susceptibility of excluded young individuals is linked to exploitation, with gangs and other criminals frequently targeting them, coercing involvement in serious violent offences.

For many young people who are at risk of exclusion, schools can arrange “managed moves” to other schools to break cycles of disruptive behaviour, currently, these are arrangements which are outside of the local authority and between individuals' schools and the young person's parents/carers.

Although there have been recent changes made to ensure that Barnet Education and Learning Services (BELS) are notified of young people who are at risk of exclusion, there are currently no universal or standardised approaches to support young people and schools at this stage to prevent exclusions.

Across both Barnet and London, knife crime and knife-related violence continue to be a leading issue reflected in both localised and national data from the Police.

Government statistics from 2020 indicate there has been a steady increase of young people with identified learning needs or disabilities. Locally in Barnet, the number of children in primary school education who receive special educational needs support has significantly increased, which will continue to place additional pressure on both primary and secondary schools over the coming years. Children with Special Educational Needs (SEN) and learning needs are a particularly vulnerable group who can be disproportionately involved in exploitation and violence. Over the next few years, secondary schools and the wider partnership in Barnet will face a greater number of children with SEN. This may present an increased challenge and complexity for all partners to provide preventative, protective, and impactful services to this vulnerable group.

### 3.5 Probation

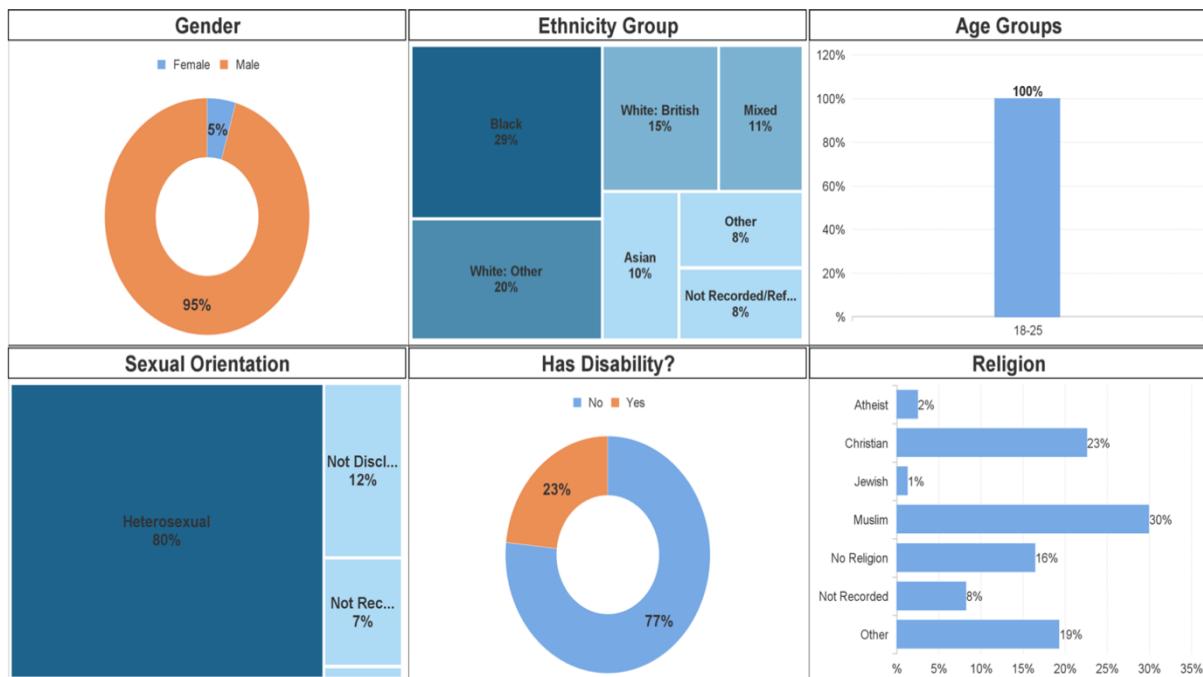
Probation services target convicted offenders who are no longer in prison and/or are doing a community sentence to reduce reoffending.

Crime Related to Serious Violence	Percentage of People on Probation
Sexual (adult)	2.46%
Robbery	6.56%
Drug import/export/production	11.07%
Drug Possession/Supply	20.90%
Violence	29.92%

At present in Barnet probation, 187 individuals are 18-25 years of age, of which 95% are male.



### 3.5.1 Probation Demographics



Services for serious violent offenders have seen a noticeable increase in the number of non-compliant individuals, with most incidents being gang-related. This includes an increase in knife and firearm offences and exploitation. Anecdotal evidence suggests that as older gang members are incarcerated, younger individuals, who can be more reckless, are stepping into leadership roles, with conflicts becoming more relationship-based, unpredictable, and counterintuitive – internal, fluid, leading to frequent infighting and rapidly changing allegiances and no spatial trends.

Many of the cohorts have been exploited in the past and their serious violence journey has been a build-up from arrests for serious violence that do not lead to a conviction (they are convicted on lesser offences). There is also a distorted perception of violence among young people. This cohort appears to have a diminished understanding of the gravity of their actions, which may stem from desensitisation brought about by previous or frequent exposure to violence in lived experience or social media platforms. This normalisation of violence, combined with issues of emotional regulation and an inability to effectively communicate, often results in situations escalating rapidly.

A significant portion of these individuals are care experienced. They often carry a range of complex issues, including trauma from adverse childhood experiences. Transitioning from youth to adult services poses a considerable challenge. The care package that they have become accustomed to in youth provision is no longer. Adult services have fewer provisions and are not suited for guiding 18–25-year-olds. For example, mental health services only deal with acute cases. To navigate successfully, one must be driven and proactive towards their rehabilitation. Especially considering the amount of multifaceted mental and emotional struggles this cohort faces, many are unprepared and/or daunted. This challenge is exacerbated when considering the rise in neurodiversity and learning disabilities, with many youth exhibiting disorders like autism spectrum disorders and attention deficit and hyperactive disorders.



Research has shown that criminogenic needs that are directly related to recidivism are: slow self-control, anti-social personality, anti-social values, criminal peers, substance abuse, and dysfunctional family. These fall under attitude, drug (use), relationship(s), and thinking and behaviour. When people on probation for violent, sexual, robbery, and/or drug-related crimes are examined for their criminogenic needs, attitude, education, training, employment, and lifestyle stand out as needs that, if met, may reduce recidivism.

Criminogenic Need	Violence	Sexual (adult)	Robbery	Drug import export production	Drug possession supply
<b>Attitude</b>	63%	67%	56%	59%	69%
Accommodation	14%	33%	19%	26%	20%
Drug	32%	17%	44%	11%	35%
<b>ETE</b>	41%	-	56%	56%	63%
Finance	21%	-	50%	52%	47%
<b>Lifestyle</b>	49%	50%	56%	56%	51%
Relationship	23%	50%	25%	15%	20%
Thinking & Behaviour	23%	50%	25%	15%	20%

Services and support that are offered to young adults on probation are determined by the presenting criminogenic needs and assessments that are undertaken by their probation workers. Many of the programs that are focused on supporting the reduction of youth/adult, domestic, or sexual violence are regionally provided and will form part of the order and expected engagement and compliance.

An area that has been identified that requires strengthening in terms of service delivery is to widen the breadth, offer, approaches and programmes to 18–25-year-olds, including a range of mentoring, educative and pro-social approaches. In the last two years, No1 Fitness Academy has provided mentoring and fitness qualifications to young adults who are under the Integrated Offender Management cohort. The building of trusted supportive relationships that contribute to building meaningful skills, and qualifications has proven successful and could be extended further, to focus on other presenting needs.

## 4 Community Voice

Members of the local community including young people, partners and professionals, and residents and local businesses were asked about their views on:

- Perceptions of violence and exploitation.
- Factors that contribute towards feelings of safety and risk.
- Priorities for the partnership and the council to deliver as a response to violence and exploitation.

Over 170 professionals working in Barnet participated in feedback sessions, and residents were invited to complete an online survey following ward walkarounds, resident ward meetings and an open day at the RAF. The results of the consultations show that the community feels that the top three factors that cause violence are the sale of illicit drugs, lack of youth provisions and the cost-of-living crisis and associated outcomes of deprivation. The most identified influences for young people becoming involved in exploitation and serious violence were adverse childhood experiences, coming from disadvantaged households and neighbourhoods including high crime areas, and experiencing educational difficulties.

Approximately 50 young people participated in focus groups which were facilitated by trusted professionals across the partnership including statutory services and the voluntary sector. Young people agreed that the drug trade is the biggest contributing factor influencing violence alongside a lack of support services and social media. Coming from disadvantaged households and living in high-crime areas were the two main factors that young people saw influencing participation in serious violence, alongside adverse childhood experiences and educational difficulties. Differently from the adults, young people felt that having a positive perception of violence was also a significant contributing factor. Occupying spaces with people, being in a group and carrying a mobile phone were things that young people do to make themselves feel safe, and they reported that park patrols and CCTV added to their feelings of safety.

The consultation provided the opportunity for participants to suggest what they think should be done locally to tackle violence:

### Policing & Security

- Increased police presence and patrols.
- More CCTV in key areas.
- Harsher sentencing for those who commit crime and carry weapons.
- Stop and search practices.
- Responding to reports of incidents promptly.
- Tackling crime hotspots.

### Planning & Infrastructure

- Better lighting in areas to increase safety.
- Minimizing areas treated as assembly points by gangs and drug dealers.
- Planning hostels, children's homes, etc., evenly across areas and ensuring they are monitored.

### Education

- Promote and adhere learning to evidence-based education practices.
- Adopt trauma-informed approach to discipline.
- Offer support within schools for struggling students.

### Community Engagement

- Supporting residents and listening to their reports.
- Inclusion of community in decision-making.
- Education for community to spot signs of exploitation.
- Council sharing implemented actions and their outcomes.

### Youth Support Services

- More activities for young people, including training, employment, education, and vocational opportunities.
- Addressing root causes like adverse or deprived settings.
- Mental health and SEN support for struggling kids and families.
- Youth workforce development.
- Empowerment and education for families to understand youth activities and risks.

There are some key challenges when it comes to delivering and managing services to reduce and prevent child exploitation and serious violence. Feedback suggested that we need to improve multi-agency collaboration so that the process of understanding, identifying, and tackling exploitation is strengthened. Respondents felt there needed to be a broader awareness in schools about exploitation risks and a more proactive rather than reactive approach, and noted that limited capacity and delayed responses across the professional partnership inhibit timely interventions on mental health and socio-emotional support needs. In addition, accommodation for victims remains scarce. Finally, trust with young people can be built more effectively by professionals by thinking about the language that they use to communicate with young people and how this can improve their engagement with services.

## 5 Mapping Existing Services

In Barnet, there is a range of targeted and universal services that families and young people can access. These services provide both preventative and reactive approaches to violence. These are delivered by both Statutory and the Voluntary sector. At the time of analysis, we had identified 53 services, programmes, or projects that either worked within the field of youth or adult violence, domestic abuse or were services that target causal factors that could lead to incidents of violence occurring. The VCS sector is more transient in terms of provided interventions, due to inherent challenges with funding and capacity. Therefore, this service mapping must be understood to be time-sensitive in nature. The Service Mapping/directory can be found in Appendix 1.

### 5.1 Summary of Findings

Public Health and the Centres for Disease Control and Prevention (CDC) outline that an effective system to tackle localised violence and exploitation should contain a proportionate mixture of both preventative and reactive services, the balance of which should be agile and can change dependent on the presenting needs of its child and adult population. In Barnet, 66% of all services or programmes represent a preventative focus, and 64% of all services provide a focus on reactive response at the point of an incident or threshold being met. 36% of services, programmes or projects that operate in Barnet provide both a range of preventative and reactive services.

The Combatting Drugs Partnership is intrinsically interlinked by its focus on both drug addiction and drug-related offending, including 'County Lines' which is a key driver for serious violence. The Combatting Drugs Action Plan will need to overlay with the Serious Violence Strategy to ensure victims of cuckooing, exploitation and violent offending are protected whilst organised criminal groups and those perpetrating intimidation, violence and harm in communities are brought to justice.

**Barnet's Community Safety Strategy 2022 – 2027**, has three key priorities that underpin the development of a Serious Violence Strategy, these are:

- Priority 1: Tackling and Reducing Anti-social Behaviour
- Priority 2: Early Intervention and Prevention of Domestic Abuse and Violence Against Women and Girls
- Priority 3: Reducing Offending, including Violence, Vulnerability and Exploitation (VVE), with a focus on acquisitive crime.

**Barnet's Youth Justice Plan 2023-25** has seven strategic priorities that will cross into the Serious Violence Strategy, these are:

- Priority 1. Strategic & Operational Multi-Agency Leadership
- Priority 2. Education
- Priority 3. Over-representation of Black and Global Majority Ethnic background children
- Priority 4. Prevention & Diversion
- Priority 5. Serious violence and exploitation

Priority 6. Resettlement & Transitional Safeguarding  
Priority 7. Restorative Justice (RJ) and Victims

**Barnet's Domestic Abuse and Violence Against Women & Girls Strategy** has five strategic partnership objectives that will cross into the Serious Violence Strategy, these are:

- Partnership Objective 1: Early Intervention and Prevention of Domestic Abuse and Violence Against Women and Girls
- Partnership Objective 2: Support all victims and survivors to report, access help and recover
- Partnership Objective 3: Pursue perpetrators and engage them in behaviour change interventions to eliminate harm to victims and their families
- Partnership Objective 4: Strengthen the partnership response to improve multiagency working and information sharing to deliver improved outcomes
- Partnership Objective 5: Working together for safer streets, community and public spaces

The existing strategies, plans and workstreams will need to cohesively join with the partnership plan for tackling serious violence. Local delivery is rich with a mix of internally funded and externally grant-funded programmes and wide range of community based and single agency provision. There are currently 30 statutory funded (including project-funded) or delivered services operating in the borough, 83% of these are focused on a reactive response, 50% of services and projects contain a preventative focus, and 36% of the total projects deliver both preventative and reactive focus.

It was found through the mapping the mechanism and model of intervention for many organisations will contain a mixed approach of mentoring, educative programmes, and psychologically informed conversations as a catalyst for reflection and behavioural change. Of the 53 identified services and programmes, 56% offer youth or young adult mentoring, 43% offer mental or emotional health support, and 43% provide a focus on information and educative approaches for either young persons, professionals, parents, or carers.

A Public Health approach suggests that incidents of violence can be avoided, and individuals can be diverted by adopting approaches that support changes in four domains:

- Individual** Building skills that support social nonviolent safe behaviours
- Relationships support** Parents and carers with skills to talk with young people, set boundaries, solve problems, and monitor their activities and relationships.
- Community**
  - To use data to select, evaluate and commission effective approaches for prevention.
  - Partner with groups, organisations, and services in prevention efforts.
  - Improve and sustain safe environments and create spaces that strengthen social connections within communities.

## **Societal**

To challenge and change norms about the acceptance of violence, and to ensure effective intervention when it does occur.

The Centre for Disease Control and Prevention (CDC), outlines the importance that although risk factors are characteristics linked with violence, they are not direct causes of youth violence, and it is the combination of individual, relationship, community, and societal factors that contribute to the overall risk of youth violence occurring.

Further to this, The CDC highlights that there are a range of strategic and operational approaches that if utilised collectively can be effective in supporting the reduction of violence.

## **5.2 CDC Approaches that Support Preventing Youth Violence (CDC)**

- Promoting Family Environments that support healthy development.
- Statutory Social Care and Early Help Services provide a range of group-based and individually tailored approaches that support parenting skills, and family relationships. Much of this work is underpinned by our Barnet Integrated Clinical Service (BICS) and programme of systemic family therapy training that all operational staff can attend.

### **5.2.1 Parent champions**

Funded by the Violence Reduction Unit, the Parent Champions seeks to build a network of parents who can raise awareness and provide peer education to other parents experiencing a range of challenges, such as accessing services, play, parenting skills, supporting positive relationships, and dealing with adolescents and the range of challenges that they may experience. The Project is very much supporting areas that the CDC suggests can reduce violence by ensuring varied parenting skills and family relationship programs. The Parenting Champions currently have 29 Parents who building their capacity to provide peer support and training to other parents. The current cohort is 40% located in the West of the borough and 60% in the East/Central locality.

### **5.2.2 Provide quality education in early life**

Early Years services are well established in the Borough of Barnet and occupy easily accessible spaces throughout the borough, which are close to areas of increased local need and in easy reach of key transport links. Offering a varied range of universal support for young children and families, each Early Year hub works to engage and understand local needs and to provide a range of tailored support, groups, and positive activities.

In Barnet, there are 442 childcare providers which have a combined capacity of being able to provide care and early education to 11,296 children through a range of childminder, private, voluntary, and independent nurseries, with the majority receiving a good or outstanding Ofsted Grading for quality of care and education.



Early Years provision continues to focus on work that supports some of our most vulnerable children in their early years. The recognition of early intervention provided through children's centres, engagement of those on a Child in Need (CIN) or Child Protection (CP) plan and those accessing the free early years entitlement for two-year-olds (FEE2) and wider Early Years funding. The impact is measured utilising EHM Data, local Children's Centre Data, uptake of the Free Early Years Education for 2-year-olds, feedback from service users and case studies.

### 5.2.3 Connect youth to caring adults and activities

Service mapping identified seven universally accessible spaces that operate in Barnet as "youth drop-ins" which offer positive activities. In many of these spaces, professionals and volunteers can support young people with; pro-social behaviour, psychologically informed discussions, support around emotional and mental health needs, relationships and lived experiences, and internal resources to manage conflict. These are generally run by VCS organisations, although children and young people accessing these services can also be known to statutory services.

Many youth drop-ins are open to access by all young people despite where they may live, anecdotally we are aware that for some young people, crossing across wards and areas affects their sense of personal safety and can present a barrier to accessing the provision. Many of these provisions are primarily concentrated in the West of the borough and occupy spaces, where there is higher crime, deprivation, and localised need. This can present a challenge to accessibility.

REACH & Your Choice Programme REACH was established in 2017 as a wrap-around social work team that integrates Social Workers with Family Support Practitioners, Speech & Language Therapists, Educational Psychologists and Family Therapists. The team works with children at a high risk of gangs and exploitation using whole family approaches to reduce risk.

Since, 2021, Barnet has been participating in the Your Choice programme, a pan-London £10m 3-year pro-social Violence Reduction Programme. The phase 1 programme was launched and funded by the Home Office in December 2021, followed by a Youth Endowment Fund Pilot phase, 'The Young People Study' between April 2022 and January 2023. The programme has entered its third phase starting in February 2023 'Youth Endowment Fund Efficacy Trial' which will end in July 2024. The Programme is subject to a randomised control trial evaluation developed by the Anna Freud Centre and the Institute of Fiscal Studies. Barnet has participated in all three phases of the Your Choice Programme which has been delivered through the REACH (Adolescents at Risk) Social Work Team and the Youth Justice Services. Practitioners have been trained in CBT approaches to engage young people, the training is overseen and delivered by the Youth Justice Clinical Manager, a clinical psychologist. In the pilot phase, 5 young people were selected for the programme; in the efficacy phase Barnet will identify up to 70 young people to participate in the study until 2024.

The Your Choice-trained practitioners work with young Londoners aged between 11 & 17 years at a medium/high risk of contextual harm, using psychologically informed, Cognitive Behavioural Therapy (CBT) tools and techniques. The programme aims to empower young people by taking a public health approach to help break the cycle of violence and harm by providing tools and techniques which practitioners can employ to help a child keep themselves safe. The programme is testing whether making CBT techniques available to children most

affected by violence, through enhancing the skills of practitioners who build therapeutic relationships with them, can lead to increased safety for these children.

#### 5.2.4 MOPAC Project

In 2019 MOPAC started funding a diversionary intervention project in Barnet that operates from Canada Villa in East Central of the Borough. The project offers young people from the ages of 10-17 a 12-week programme of positive activities, to; engage, divert, and through developing trusted relationships model pro-social behaviours and healthy relationships. The project supports groups of young people whose situations and vulnerabilities could escalate into trajectories of youth violence.

Young people eligible for the program are required to meet any of the following criteria:

- Risk of school exclusion
- Risk of criminal exploitation
- Risk of child sexual exploitation

In the last year, **66** young people were referred to the scheme, with 75% of referrals being male.

#### 5.2.5 Positive Activities Programmes

During both school holiday periods and during term time, the Council coordinated the Positive Activities Program, which seeks to provide safe spaces where young people can engage in a range of structured activities across the borough. The program coordinates a range of VCS, and community organisations as well as in-house staff and freelancers to deliver the programmes. During 2022, 2,471 young people accessed positive activities, of which 62.6% were males, and 37.4% were females. We saw an age breakdown of the following that accessed the service:

Part of the success around positive activities is the number of locations that deliver the program across the borough. 21 locations delivered sessions last year of those, 10 were in the west of the borough, eight in east central, and three in the south. We can see from violence incidents, School exclusions and needs mapping show that this is geographically proportionate to localised needs.

#### 5.2.6 Targeted Services

Barnet benefits from a wealth of experience, expertise and community-led providers who are working closely with children, young people and adults affected by violence and crime in the community. These organisations are place-based and have strong connections with local communities, as such are well placed to represent their views and needs. Young Barnet Foundation, Inclusion Barnet and a host of independent and faith providers are key to developing a local network of provision to underpin the strategic aims of the Safer Communities Partnership.

Of the 53 current services provided, five are targeted towards either a particular cohort or demographic characteristics such as gender, sexuality, ethnicity, or religion. All the targeted services are VCS run, and set out to support the following:



- LGBTQ+ preventative sexual health services that provide mentoring and emotional and mental support.
- LGBTQ+ youth centre: providing holistic support focusing on experiences of domestic violence.
- Learning and physical disability preventative and reactive support for young people with learning difficulties around physical abuse, modern-day slavery and supporting living skills.
- Jewish girls providing holistic counselling and emotional and therapeutic support.
- Somali young people and parents holistic support but also focused on school exclusions, advocacy and interpreting services and young people and families affected by serious youth violence.

### 5.2.7 Females and Criminal Exploitation

Across the UK and within London, there is an increasing trend of young females being criminally exploited, carrying, and dealing drugs, and weapons and becoming involved in incidents of violence. The percentage and number of young females involved in Serious Incidents of Violence rose from 8% (2021) to 15% of the total cohort in 2023. Females represent a growing concern due to increases in offending, including violent offending. There are a small number of organisations in the borough, mainly VCFSE providers, working with girls in relation to relationships, exploitation but this requires development to include support to exit from criminal exploitation and violent offending.

## 5.3 Create Protective Community Environments

### The Detached Engagement Project

Based on “out of office hours” Workers have been mobilised to meet young people and adults in their community spaces and to offer support to children and young people up to the age of 25 years who are ‘hard to reach’, vulnerable, or at risk in targeted areas. The aim is to identify risk factors relating to serious violence at an earlier stage to prevent and ensure appropriate and targeted responses via local interventions and provisions. Visible youth workers work in locations at peak times during the evenings including the weekends to encourage children and young people to access positive diversionary activities and to feedback on the lived experiences and general needs of young people to the council, which helps shape future services. Through this engagement, young people will be offered information and guidance in a range of subjects including employment skills, drugs and alcohol awareness, sexual health, healthy relationships, emotional wellbeing, and mental health.

### Supporting Community Capacity

Through VRU Funding our Community Capacity Project was introduced and focuses on;

- Building stronger trust and collaboration between the local communities and agencies.
- Increased sustainability of community networks,
- Stronger community networks that have shared commitment to, understanding of, and vision for reducing violence,

- More inclusive decision-making between local stakeholders, statutory agencies, and communities, who are connected and are collectively leading programmes that are reducing violence,
- Greater capacity within community-led networks.

The Community Capacity Coordinator has delivered 12 interactive awareness-raising workshops and training sessions on exploitation, incidents of serious violence and understanding the challenges and barriers to CYP, parents/carers and professionals from both stat and non-statutory organisations reaching a total of 310 individuals. Community and partnership engagement has been conducted through several activities such as Ward Walks, Ward Panel meetings, Problem-solving Groups (with particular focus on high locations of concern Burnt Oak and Grahame Park Estate), Urban Gamez, Cuppa with a Copper, The Network, Inspiration ALL awards, A New MET for London, Early Help Advisory Board, Graham Park Children and Families Group, Barnet Together Conference, Charing Community Impact meetings, Pop Up Hub support for Victims and facilitated conversations about Community Conferencing.

The Community Capacity Coordinator has established strong relationships with local faith-based organisations which have opened opportunities for restorative sessions to take place between young people at a local school to address low-level ASB concerns. There has been positive engagement with young people which has opened discussions for future co-production and collaboration activities. The residents' associations are receptive to restorative conversations between local policing teams and residents to discuss criminal activities that are causing concerns.

Raising awareness and improving communication with local communities and agencies. Community Capacity Coordinator has attended over 15 community meetings, panels and advisory boards to raise the profile of the new role, aims and objectives. Providing resources and signposting to the Restorative Practice Co-Ordinator, Victims Hub, Early Help, Housing, and Community Safety Team and introducing the offer of Community conferences.

Joining three ward walks within the key areas highlighted within the proposal - Burnt Oak, Colindale, Hendon, Friern Barnet, and Edgware, connecting with residents, local business, SNT, CST, Councillors, building on the trusted relationships. The Tackling Violence Exploitation Strategy Engagement this quarter is evidence of the positive impact connecting with local communities has made. Our data on outputs has proved building community relationships has resulted in successful engagement. In addition, the Police support awareness raising through 'Operation Makesafe' which is targeted in key areas in Barnet to support businesses that could have exposure to exploitation and violence, which often remains hidden.

### **Victims Right Coordinator**

The decommissioning of the Youth Victim Support Service in March 2022 led to a significant gap in victim services for children and young people. The development of a Victim Hub Coordinator role with London Crime Prevention Funding 2022 – 2025, ensures Barnet is ready to respond to the Victims Bill (2023) and will improve the experience of children who are victims of crime. through the (College of Policing 2016, indicates that children who are victims of violent offences often go on to become perpetrators of violent crime, this often starts with

carrying a knife to protect themselves from further victimisation. The Victims Hub Coordinator project is underpinned by three key objectives.

- To improve victim satisfaction and feelings of safety across the borough
- Victims receive better support from the Police and CJS including in online interaction.
- Increase the use of the Victims Code of Practice revised 2021

Since the Victims Hub commenced delivery in December 2022, it has triaged 127 referrals to Sep 2023. Leading to supporting the CDC-recommended approach of ‘treatment to lessen the harms of violence.’

Of the 127 referrals, 95% have been informed about their rights around the Victims Code of Practice and 89% have been supported with safety items for themselves or their homes. 65% of the victims that were referred to the hub were assisting with investigations, ensuring victims have support through the Criminal Justice Service; 67% of victims have been signposted to trauma services.

The Victims Hub has commissioned Calm Mediation for 1-year to work with up to 10 cases that require and meet the threshold for community/neighbour mediation and/or inter-familial conflict.

In the last year, the Victim Hub has established communication with 26 partner services, improving and increasing routes to referral routes and enabling tailored victim care pathways, Briefings and presentations have been delivered to a range of partner agencies on the Victims Code of Practice (VCOP) and to raise awareness of the service.

### 5.3.1 Intervene to lessen harms and prevent future risk

The London Crime Prevention Fund 2022-2025 has enabled a Restorative Justice Coordinator role to be created to support the development of restorative approaches. The role is delivering training to schools, partner agencies and community groups to build local capacity for restorative practice and restorative conferencing. Restorative approaches are evidenced to support the reduction of serious violence, UNICEF.

The project has the following key outcomes.

- Raise awareness of restorative approaches through training and networking.
- Establish referral routes for victims of crime.
- Collaborate with police and internal/external partners to improve awareness of victim rights (VCOP), facilitation of RJ Conferences and recording of interventions.

The RJ Coordinator has met with a range of key stakeholders and groups delivering services in Barnet. In the last year, there have been seventeen internal/external training events which is increasing awareness and interest in restorative approaches. Stakeholders have included police, Early Help, Primary and Secondary schools, Preventing Exclusion Mentors; Residential Care Homes; Youth and VCFSE organisations. The sessions have focused on raising awareness of Restorative Justice Conference Facilitation, conflict de-escalation and community building. Over 150 individuals attended in the reporting period.

Six schools have benefitted from training which has been individually tailored around their phase, context, and levels of prior experience with restorative approaches.

A restorative culture builds, nurtures and strengthens relationships so that they become resilient and resistant to challenge. In an education context, the investment in creating a culture where pro-social behaviour is explicitly recognised and rewarded, helps children and young people develop appropriate habits and virtues that enable them to make a positive contribution to society.

The development of the Community Impact focus of SIRM meetings has led to the first Restorative Community Engagement Meeting taking place in which approximately 40 residents, schools, ward councillors, police and community partners came together to share their experience following an incident of serious violence. The process allows for the impact of violence to be understood and actions to be congruent with expressed needs. The project has taken 32 referrals since starting in January 2023 which has led to residents receiving direct support through the Restorative Approaches coordinator and/or being informed of their rights under the Code of Practice for Victims of Crime.

#### 5.4 Transitional and services 18-25

The rising trend in serious offences among the youth underscores the importance of this intervention, and timely action is imperative as when they enter adulthood, the availability of social support care needs, independent living skills, and behavioural and mental health services to aid their ability to cope, especially if they have been in care.

Over the last 18 months, there has been a significant move to strengthen transitional arrangements and support for young adults in the age groups 18-25. This is in congruence with best practice and research that highlights that vulnerability to both exploitation and incidents of violence does not stop at 18. Over half 56% of the total programs and projects which are provided or funded by statutory organisations work with young people up to the age of 25 and or adults (focused on Domestic Violence and Abuse, Victims' Rights).

To ensure that this work is coordinated Barnet Family Services assumed responsibility in 2021 for serious violence and integrated offender management which had previously been held by the Community Safety Team; this included the operational responsibility for the Adults at Risk Panel (ARP).

The community safety partnership's Violence Vulnerability and Exploitation Reduction Plan 2022-24 and the Youth Justice Plan has developed some early planning to strengthen Transitional Safeguarding arrangements although this requires further whole system partnership working to achieve an effective and cohesive model of delivery. Coercion and control of exploited young people does not stop when they reach 18 years of age, and most victims of serious violence are in the 16-25 age range.

Referral	Referrals				Identify as		Age				Vulnerabilities				
	Volume	NPS	Leaving care	RAAP	TOM	Male	Female	18-25	26+	Youngest	Elderly	Gang flagged	Form of vulnerability	Experiencing DA	NRM

16	25%	38%	6%	6%	94%	6%	94%	6%	18	28	81%	94%	10%	19%
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The Tackling Adult Violence and Exploitation Coordinator regularly leads partnership awareness-raising events and workshops to share learning arising from themes discussed at ARP.

### 5.5 Integrated Offender Management

Statistics highlight the need for interventions that lessen reoffending, especially when the social support systems are inadequate, which is frequent for this demographic. To support the tailored, structured approach to helping these youths navigate their trauma and mental health issues into adulthood. The Integrated Offender Management (IOM) framework stands out as a localised, holistic intervention. Embracing the principle of local solutions to local problems, IOM’s approach ensures that local partners collaboratively decide on offender groups to target and prioritise.

Intensive mentoring support has proven to be effective in supporting the IOM cohort. This model needs to be considered for a wider cohort of 18-25 year olds who are not subject to IOM interventions.

## 6 Risk & Protective Factors for Serious Violence

In developing interventions for young people, it is crucial to consider the diverse influences and exposure to risk factors that contribute to shaping their behaviour. The impact of each risk factor varies based on the developmental stage and diverse social conditions of the young person. Offending rates show a strong correlation with various indicators of deprivation and poverty, particularly in areas where accessing food is challenging. Additionally, high absence rates from schools and low employment rates emerge as significant predictors of serious violent crimes. Social and economic disparities heighten frustration among disadvantaged youth, fostering an environment where violence becomes a common outlet. Implementing effective prevention measures requires addressing the fundamental social and economic inequalities contributing to serious youth violence.



## 6.1 Risk Factors

### SERIOUS YOUTH VIOLENCE

Factors associated with rates of victimisation and offending in London boroughs



Figure 3. Analytics on risk factors conducted by GLA City Intelligence and MOPAC. Understanding serious violence among young people in London 2021, London Datastore.

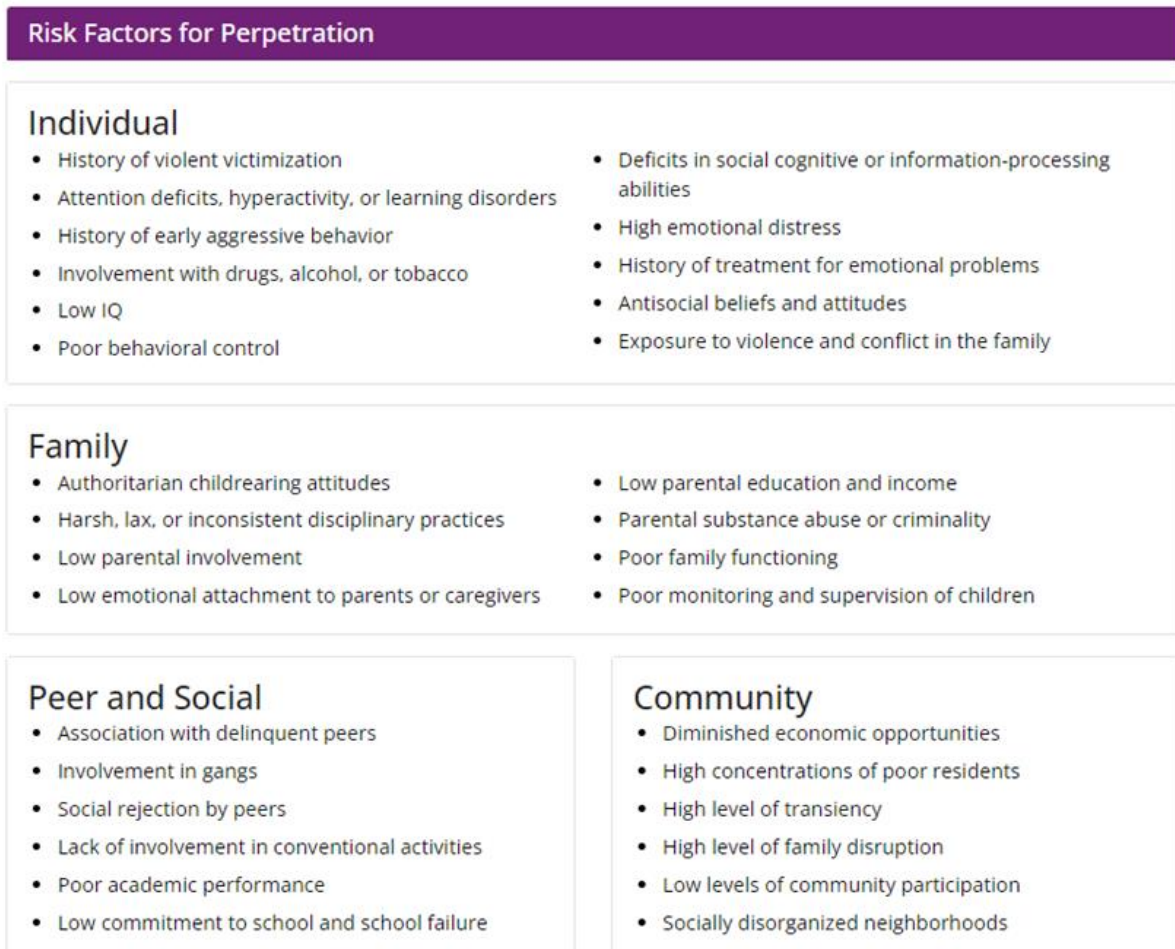


Figure 4. Risk factors associated with serious violence crimes, Centre for Disease Control and Prevention.2020.

## 6.2 Protective Factors

### Protective Factors for Perpetration

Protective factors may lessen the likelihood of youth violence victimization or perpetration. Identifying and understanding protective factors are equally as important as researching risk factors.

#### Individual

- Intolerant attitude toward deviance
- High IQ
- High grade point average (as an indicator of high academic achievement)
- High educational aspirations
- Positive social orientation
- Popularity acknowledged by peers
- Highly developed social skills/competencies
- Highly developed skills for realistic planning
- Religious beliefs

#### Family

- Connectedness to family or adults outside the family
- Ability to discuss problems with parents
- Perceived parental expectations about school performance are high
- Frequent shared activities with parents
- Consistent presence of parent during at least one of the following: when awakening, when arriving home from school, at evening mealtime, or when going to bed
- Involvement in social activities
- Parental/family use of constructive strategies for coping with problems (provision of models of constructive coping)

#### Peer and Social

- Possession of affective relationships with those at school that are strong, close, and prosocially oriented
- Commitment to school (an investment in school and in doing well at school)
- Close relationships with non-deviant peers
- Membership in peer groups that do not condone antisocial behavior
- Involvement in prosocial activities
- Exposure to school climates with the following characteristics:
  - Intensive supervision
  - Clear behavior rules
  - Firm disciplinary methods
  - Engagement of parents and teachers

Figure 5. Protective factors associated with serious violence crimes, Centre for Disease Control and Prevention.2020.

### Summary of activity and potential areas for development

Areas	Factors
Individual	There is a range of universal drop-in and youth clubs which operate in Barnet. They are generally located in the West and East Central of the Borough, although these are located in areas of identified high need and vulnerability, this can present a challenge for those young people who are unable to access these areas through a range of reasons including familial economic inactivity, feelings of personal safety. Further, development around to ensure maximal accessibility may need to be considered.

	<p>The positive activities program is well engaged with throughout both term and school holidays. It is a strength that the program is accessed by many young people in a range of locations across the borough, these groups and programs can change year to year. It can be seen that the primary ages of PA, are generally younger cohorts than those receiving OOC.</p> <p>There are disproportionately higher numbers of males who are flagged for concerns around the risk of being involved in violence and exploitation. Young males also represent a higher group for school exclusions, YJS, OOC and Probation. This is disproportionate to the gender breakdown of Barnet demographics. There is work being undertaken strategically and operationally across the partnership around tackling disproportionality, this group needs to continue to be monitored to ensure that services are effective in reducing the representation of young males.</p> <p>We can see that a greater proportion of males are engaged in a range of positive activities. However, they represent a lower cohort for receiving Victims' Rights Services than that of females.</p> <p>Probation provides fixed programmes to those convicted of violent offences. However universal and preventative programs to divert young people at risk of becoming involved in violence, which include a range of mentoring and development of skills employment and qualification (Such as No1 Fitness academy) could be further developed.</p>
<p><b>Family</b></p>	<p>There are increasing numbers of children and young people identified with SEN this may further impact a variety of factors that will increase local needs including; economic inactivity of families, deprivation, and vulnerability of young people being involved in violence.</p> <p>We can see a general increase in economic inactivity of families in Barnet, (from 'fingertips' government statistics,) families eligible for free school meals have also increased in the last year. Deprivation is connected to increasing incidents of crime, exploitation, and violence.</p> <p>Although developing through the parent champions, universal and standardised education and support for parents around issues that adolescents can experience including violence and weapons are currently being developed.</p> <p>Many information sources as to how to access services are electronic, which presents a range of barriers such as language, and access to the internet, increasing economic activity may also increase the number of families not knowing how to access support.</p>
<p><b>School</b></p>	<p>According to local data, school exclusions were higher in the last academic year than in previous years, there appears to be a trend of increasing</p>



exclusion based on weapons, and incidents of violence occurring in schools. Exclusions represent a significant risk factor for a young person to become involved in Violence or Exploitation. There is a range of programs including “Turnaround”, Positive activities, and MOPAC, which are designed to support diversion.

Further analysis is required to ensure that young people at risk of exclusion are receiving the above intervention at the very earliest stages.

Restorative approaches and training in school are still developing and further work around a coordinated response to supporting young people who are at risk of exclusion needs to be further developed.

There is currently a lack of universal standardised support to schools around preventative education to raise awareness of violence among young people in both primary and secondary school.

The number of young people being identified with Special Educational Needs is increasing from previous years and the population in primary school is almost 1000 young people higher than currently in secondary school. This will present further complexity that may require not only a standardised educative response to all schools but also some increased targeted support for this vulnerable cohort.

According to 2021 census, in Barnet, the population of children and young people aged 0-17 is around 89,300. With the breakdown of age groups outlined below, it can be seen; that the 10-14 years age is currently larger in population than the current 15–19-year-olds. This means that local services will need to reflect the potential increase in demand for services to support adolescents for the next 10 years.

The engagement of community capacity building is still developing, and to be embedded. This year saw a significant increase in consultation with resident groups and local people on emerging strategy development.

## Community

70% of statutory delivered services and projects tackling violence are funded through either internal or external, time-limited temporary funding streams, with most of the funding ending in 2025.

Police crime statistics indicate an increasing number of violent offences occurring in Barnet in all age groups in 2022-2023 to the previous year, with the biggest increase in the 18-24 age group. This places greater importance on coordinated preventative measures for young people under the age of 18.

Police crime data shows higher rates of weapon offences for 0-17 and 18-24 age groups in 22/23 than the previous year. Indicating feelings of lack of safety in the Borough. However, this may also support better detection rates, and it is suggested that this includes those found with a weapon.

	Drug offences over the last year have also increased in line with weapon offences, although it must be noted that drug offences are lower in Barnet compared to London.
<b>Peer Group</b>	Many services are working with individual young people and adults. Group work activity tends to be more focused in the VCS sector. However, we understand the contextual relationships that young people have with one another, and coordinated information from the partnership is effectively shared.

*Figure 4. Protective factors associated with serious violence crimes, Centre for Disease Control and Prevention.2020.*

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# **Serious Violence Duty Strategy 2024-2027**

## **London Borough of Barnet Safer Communities Partnership**

**Police Crime Sentencing and Courts Act 2022**

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## 1. Foreword

Chair of SCPB

## 2. Executive Summary

Under the statutory guidance issued by the Secretary of State within Chapter 1, Part 2 of the Police, Crime, Sentencing and Courts Act 2022 (the PCSC Act). This Strategy has been produced on behalf of Barnet's Safer Communities Partnership to support organisations and authorities exercising functions in relation to the Serious Violence Duty 2023. Community Safety Partnerships were introduced by Section 6 of the Crime and Disorder Act 1998 and bring together local partners to formulate and deliver strategies to tackle crime and disorder in their communities. Responsible authorities that make up Barnet's Safer Communities Partnership are the Metropolitan Police, London Fire Brigade, Barnet Council, Public Health, and Probation Services.

The strategy has been developed using information collated from a comprehensive strategic needs assessment (SNA) completed in October 2023 which provides an evidence-based analysis of the local profile, causes and contributing factors of serious violence. It has been informed by data and feedback collated from specified authorities, local communities and organisations providing support in Barnet, the guidance set out in the Serious Violence Duty 2023 and national research. The SNA sets out priorities for the Safer Communities Partnership ('the Partnership') to prevent and reduce serious violence.

Throughout this strategy a child is up to the age of 18 and a young person is between the ages of 18 to 25.

### **Key recommendations:**

- Strengthen partnership working for a coordinated whole system approach to preventing and tackling violent offending in the borough.
- Learn from and build on the successes of existing local projects and services that are targeted at preventing and reducing crime, violence, and exploitation.
- Learn from the early success of the "Clear Hold Build" approach to improve community safety and reduce crime and anti-social behaviours in areas with higher levels of violent offending.

- Support the development of universal and standardised support that is place-based in local schools and communities, with a focus on:
  - Empowering parents and carers
  - Preventative education approaches
  - Pro-active and evidenced-informed support for 10 to 25-year-olds at the greatest risk of exploitation, offending and violence.
- Ensure robust and early support is in place for those most vulnerable to serious violence including 10–24-year-olds with special educational needs (SEN) and/or additional needs arising from neurodiverse conditions.
- Proactively monitor and tackle disproportionate representation in communities affected by violence by building data into key performance indicators and evaluation of all services.
- Effectively engage and coproduce solutions to local problems with local people
- Promote the development of victim support services for males as an identified high-risk group.
- Work with schools to monitor and proactively intervene to reduce the need for ‘managed moves’ and risk of permanent exclusion from education, employment and training.
- Develop a public awareness campaign aimed at reducing knife-enabled offending.
- Align the strategic priorities wider partnership initiatives and workstreams including the Combatting Drugs Partnership, Community Safety Strategy, Reducing Offending Partnership, Youth Justice Partnership, Health and Wellbeing Board, Domestic Abuse and Violence Against Women and Girls, Tackling Exploitation Strategy with the Serious Violence Strategy

### 3. Introduction

Following public consultation in July 2019<sup>1</sup>, the Government announced that it would bring forward legislation introducing a new Serious Violence Duty (“the Duty”) The Duty is a key part of the Government’s programme of work to prevent and reduce serious violence; taking a multi-agency approach to understand the causes and consequences of serious violence, focused on prevention and early intervention, and informed by evidence<sup>2</sup>. The Government’s growing concerns with the rising incidence of serious violent crime in England and Wales is attributed to the surge in weapon-related offences, domestic abuse, and sexual offences. These offences not only have a profound negative impact on those involved, on their families and the community but also impose a substantial financial burden on public services.

As a ‘duty holder’, the Barnet Safer Communities Partnership (BSCP) is required to work together to prevent and tackle violent offending. Using local knowledge, the partnership will maintain open and genuine dialogue that enables active listening and joint problem-solving with local communities to develop effective prevention, diversion and targeted approaches that improve the safety and wellbeing of all residents. To achieve lasting change; organised criminal groups must be disrupted, the normalisation of violent offending, weapon carrying and belief that violence is inevitable must be challenged and the fear of reprisals and distrust in reporting must be broken down so there are no barriers to change.

The Strategy will be underpinned by a Violence and Vulnerability Reduction Action Plan that will draw on relevant research<sup>3</sup>, best practice and local insights to deliver its aims.

#### 3.1 Definition of Serious Violence

Serious Violence is defined by the Mayor’s Office for Policing and Crime (MOPAC) as:

*‘Any violence and exploitation affecting young people under the age of 25, domestic abuse, and sexual violence. Within the context of these types of violence, it encompasses homicide, grievous bodily harm, actual bodily harm, rape, assault by penetration, sexual assault, personal robbery, threats to kill and violence against property caused during the commission of one of these offences. Domestic abuse is as defined in the Domestic Abuse Act 2021’.*

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<sup>1</sup> [Serious Violence New Legal Duty](#)

<sup>2</sup> [Serious Violence Duty Guidance](#)

<sup>3</sup> [The role of systems of support in serious youth violence: evidence and gaps \(publishing.service.gov.uk\)](#)

## 3.2 Barnet Context | Summary of SNA Findings

Barnet's Serious Violence Strategic Needs Assessment sets out the local profile of violent offending. Between October 2022 and October 2023, there were 35,753 offences, resulting in an offence rate of 89.6 per 1000 population in the borough. In the rolling 12-month period to October 2023, offence rates in the borough increased by 5%. Barnet, alongside many other London boroughs, saw an increase in violent offending following the relaxation of Covid-19 restrictions on movement in public spaces.

The impact of the pandemic and subsequent cost of living crisis has increased financial hardship for many. Social isolation and limited access to key services during the pandemic led to a reported increase in drug and alcohol use and mental health needs. Further, the disruption to organised criminal groups involved in the sale and supply of illicit drugs created new opportunities for territorial and business.

Between October 2022 to October 2023 there were:

- 485 knife-related offences, a rate of 1.2 per 1000 population - a 31% increase in the rolling 12 months.
- 63 gun-related offences, a rate of 0.2 per 1000 population - a 94% increase in the rolling 12 months.
- 1,184 drug-related offences, a rate of 3 per 1000 population - an 8% increase in the rolling 12 months.
- 3,583 domestic abuse- related offences, a rate of 9 per 1000 population and - an 8.5% increase in the rolling 12 months.
- 753 sexual offences, a rate of 1.9 per 1000 population - a 3.3% decrease in the rolling 12 months.

### 3.2.2 Violent Offending - Under 25s

Police data identifies under 25's to have a greater prevalence of violent offending. This can be attributed to a higher prevalence of involvement in street gangs/group offending and/or the exploitation of children and young people by organised criminal groups.

#### **Weapon - Related Offences**

Knife crime in the borough poses a particular concern for the community and disproportionately affects young adults, particularly those from Black and other racially minoritised communities. There was a notable increase in the volume of knife crime offences between April and July 2023 and 46 individuals aged under 25 years were victims of knife-related crimes between October 2022 to October 2023.



Adverse life experiences such as exposure to domestic abuse, parental mental health, adult offending, social and educational exclusion are well-documented causal factors to youth offending. Barnet's Youth Justice Service (YJS) data shows an increase in robbery incidents within the 10–18-year-old group in addition to an increase in robbery, theft and burglary offences with bladed articles used for threat rather than causing actual injuries.

In the rolling 12 months to October 2023, stop and search was conducted on 3,515 occasions; 93% of individuals stopped and searched were males<sup>4</sup>. Young adults aged 18-25 years accounted for 31.4% of stop and search incidents, of which 65.3% were for searches for drugs, and 17.5% for weapons and bladed articles. 530 children aged 14 to 17 years were subject to stop and search, of which 43%% were searches for drugs and 26.4% for weapons and bladed articles.

This strategy will align to the strategic priorities and action plans of Barnet's Community Safety Strategy 2022 – 2027<sup>5</sup>, Youth Justice Plan 2023 -25<sup>6</sup> and Reducing Offending Partnership.

London Ambulance Service data shows that responses to serious violence crimes in Barnet predominantly involve young males aged 16-25 years. In 2022, those aged between 16 – 20 years had the highest prevalence; the age range increased to 16-25-year-olds in 2023. Similarly, hospital admissions in England increased for 18–24-year-olds, with knife injuries increasing by 62% from 2021. The data provides evidence of increased risk and vulnerability for the 16–24-year-old age group as victims of violent crime. The correlation between individuals carrying offensive weapons for protection and victims of serious violence is high, alongside an increased risk of violence escalation, injury, and fatality.

### **Drug-Related Offending**

The Combatting Drugs Partnership has conducted a Strategic Needs Assessment which underpins the Combatting Drugs Partnership Delivery Plan.<sup>7</sup> The SNA shows that the number of drug offences in Barnet is 2.4 per 1000 population is lower than the London rate of 4.8 in 2023. There is a higher rate of drug related offending in the west of the borough (Fig.2), although recorded crime rates can be directly affected by proactive neighbourhood policing.

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<sup>4</sup> [MPS Stop and Search Monthly Report | Tableau Public](#)

<sup>5</sup> [Community Safety Strategy 2022-27](#)

<sup>6</sup> [Youth Justice Plan 2023-25](#)

<sup>7</sup> [Barnet CDPB Delivery Plan 2023](#)

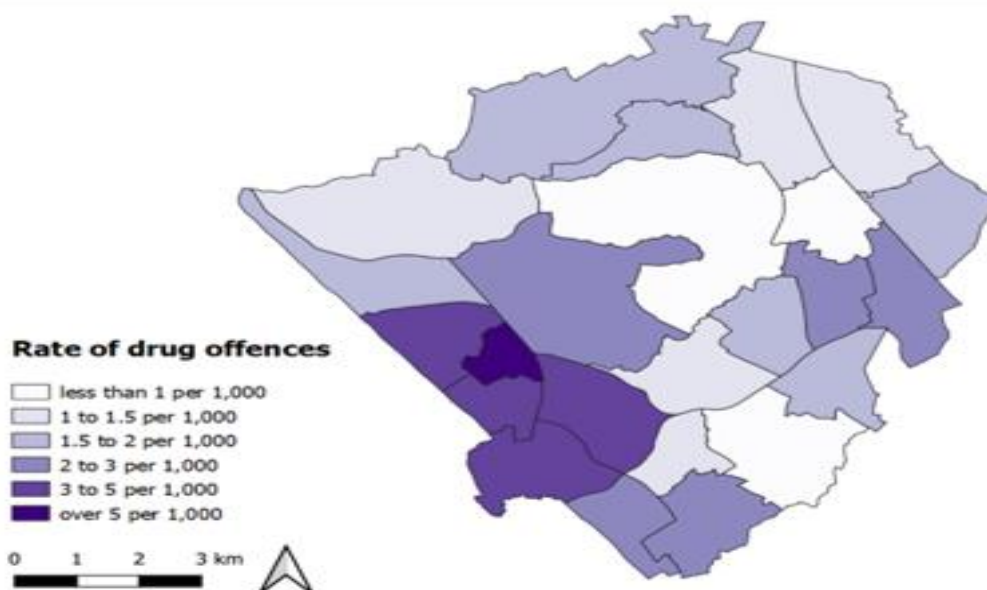


Figure 1. Heat map showing drug offences by ward.

In the year February 2022 - January 2023; data reports 67% of drug-related offences pertain to possession, and 33% involve the supply of controlled drugs. 25% of drug trafficking offences led to sanction detentions and 56% of possession offences resulted in sanction detentions. The data shows a higher prevalence of drug users facing criminal charges than drug dealers/traffickers.

62% of stop and search incidents between October 2022 - October 2023 were searches for drugs; 47% were searches on individuals aged under 25 years, of which 94% were male. Positive outcomes were made in 49% of the stop and searches conducted with community resolution, penalty notice, postal charge requisition, or caution outcomes. Barnet's Combatting Drugs Partnership Delivery Plan has been developed to tackle the impact of drug use/dependency, drug dealing, including county lines, and wider impact of social harm caused by drug related offending in the borough.

## Demographics



Figure 2. Summary of key demographic findings for under 25's

Males commit more crime than females and young males are over-represented in both victim and offending data for incidences of serious violence. Over the two-year period between 2021 and 2023, there has been a 7% increase in females involved in serious violence incidents, rising from 8% to 15%. Many of these incidents are associated with various forms of criminal exploitation and it should be noted that females face similar risks of physical harm and violence as males as victims of exploitation.

Youth Justice data indicates that males accounted for 84% of violent offences in the period 2021 to March 2023, with half of all violent offences in the cohort committed by young people under 14 years. Children from Black and racially minoritised communities are disproportionally represented in the criminal justice system and this is addressed in Barnet's Youth Justice Plan.

Children involved with Youth Justice Services (YJS) are also more likely to have adverse childhood experiences (ACEs) including exposure to domestic abuse, parental offending/substance misuse and mental health needs and structural inequalities which are strongly evidenced risk factors for offending<sup>8</sup>. Barnet Council has invested in the provision of child and family Early Help Services and children and young people's mental health provision with the aim of identifying early those at the greatest risk of entry statutory services including Children's Social Care, the youth

<sup>8</sup> [Academic Insights 2021/13: Serious youth violence and its relationship with adverse childhood experiences \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/academic-insights/2021/13-serious-youth-violence-and-its-relationship-with-adverse-childhood-experiences/)

justice system and mental health services with the aim of intervening early to minimise the risk of problems escalating.

Children in care and care experienced young people can be criminalised by the care system<sup>9</sup>. A national protocol has been developed to reduce unnecessary criminalisation of children in care<sup>10</sup> by recognising that children in care experiences can contribute to behaviours that make them particularly vulnerable to involvement in the youth justice system and sets out a need for preventative approaches, early intervention and appropriate responses when children and young people do offend.

## **Incident Involvement**

Young people are more likely to be a victim, than perpetrator of a serious violence offence. Data shows a 43% reduction in the number of young people in Barnet being identified as suspects in the period 2021 to 2023. Victims of violent offences are more likely to become perpetrators of violent crime and often starts with carrying a knife to protect themselves from further victimisation.

The council developed a Victim Hub Coordinator role with London Crime Prevention Funding 2022 – 2025 which has enabled a sufficient response to the Victims Bill (2023) and aims to improve the experience of victims of serious violence. The Victims Hub Coordinator project is underpinned by three key objectives:

- To improve victim satisfaction and feelings of safety across the borough
- Victims receive better support from the Police and Criminal Justice System, including in online interaction.
- Increase the use of the Victims Code of Practice, revised 2021.

The Victim Hub triaged 127 referrals in the period December 2022 to September 2023, with 95% receiving information about their rights in relation to the Victims Code of Practice, 89% being supported with safety personal and home safety measures and 67% being signposted to trauma services.

The Victim Hub commissioned Calm Mediation in 2023/24 to work with up to 10 cases that require and meet the threshold for community/neighbour mediation and/or inter-familial conflict.

Since its development in December 2022, the Victim Hub has worked with 26 partner services to raise awareness, deliver training, improve referral pathways, and enable tailored victim care pathways.

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<sup>9</sup> [Young people's experiences of serious youth violence: Care not criminalisation - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk)

<sup>10</sup> [National protocol on reducing criminalisation of looked-after children - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

## Incident Locations

Incidents of serious violence has reduced by 40% in street locations, against a rise in incidents in parks and public open spaces. The locations are isolated to areas where drug dealing activity and gang tensions are more prevalent. Some incidences of serious violence have taken place in areas where there is an active nighttime economy or high footfall i.e., public transport hubs.

## School Exclusions and Serious Violence

In Barnet there are 132 schools, and as Barnet's Children and Young People's Plan 2023 -2027<sup>11</sup> sets out the strong attainment and educational provision for most children living in the borough.

In the 2022/23 academic year, 65 students were excluded from education, an increase from 24 in 2021/22. The increase reflects an increase in social, emotional and behavioural difficulties arising from the disruption of the COVID-19 pandemic. Exclusion reasons are primarily:

- Physical assault/Grievous Bodily Harm (GBH)
- Possession of a knife or sharp object
- Possession of illicit drugs and substances

20% of those children and young people excluded from school have either Special Educational Needs and Disability (SEND) and/or an Education, Health, and Care Plan (EHCP). Children with SEN and/or social, emotional and behavioural needs are particularly vulnerable to grooming and exploitation. This strategy aims to ensure that children and young people with SEN and/or neurodiverse conditions are provided with the support they need early to prevent exclusion, exploitation and vulnerability to incidences of serious violence. Barnet is the regional lead for SEND and the Youth Justice Service has Quality Lead Status for SEND. To strengthen this work further, this Strategy will align to ambitions of Barnet's Special Educational Needs Strategy 2021-2024<sup>12</sup>

### 3.3 Domestic Abuse and Sexual Offences

In the rolling 12 months to October 2023, there were 3,583 instances of domestic abuse-related offences equating to a rate of 9 per 1000 population and reflecting an 8.5% increase. Out of these, 805 cases (22.4%) led to injuries for the victims.

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<sup>11</sup> [CYP Plan 2024 \(barnet.gov.uk\)](https://www.barnet.gov.uk/cyp-plan-2023-2027)

<sup>12</sup> [SEND Strategy 2021 - 2024](#)

In the rolling 12 months to October 2023, there were 752 instances of sexual offences equating to a rate of 1.9 per 1000 population and reflecting an 18.8% decrease. Out of these, 286 cases (38%) were rape-related offences.

Barnet's Domestic Abuse (DA) & Violence Against Women & Girls Strategy 2022-25<sup>13</sup> is underpinned by a multi-agency action plan to prevent violence against women and girls (VAWG), support victims and engage perpetrators in change behaviours. The VAWG Delivery Group is a subgroup to Barnet's Safer Community Partnership which drives and monitors progress against the five partnership priorities within Barnet's DA & VAWG Strategy 2022-25, which are:

1. Early intervention and prevention of Domestic Abuse and VAWG.
2. Support all victims and survivors to report, access help and recover.
3. Pursue perpetrators and engage them in behaviour change interventions to eliminate harm to victims and their families.
4. Strengthen the partnership response to improve multiagency working and information sharing to deliver improved outcomes.
5. Working together for safer streets, community, and public spaces.

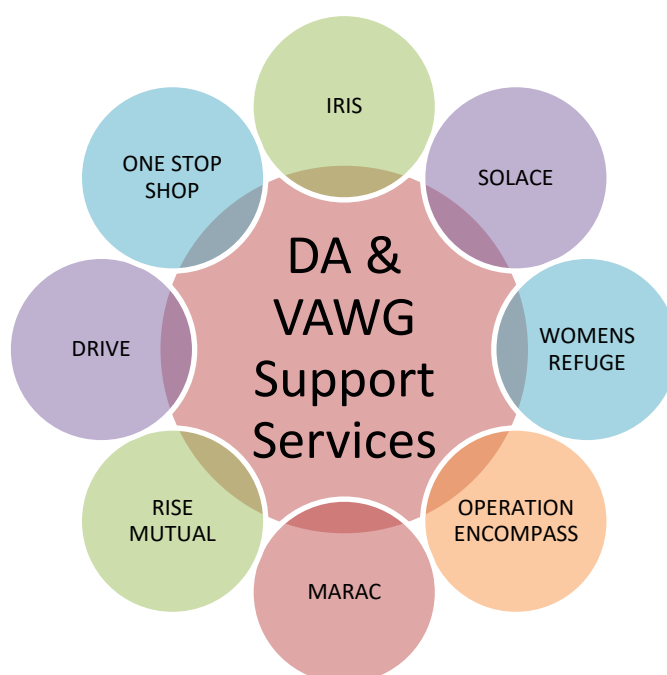


Figure 3. Barnet support services offered to victims and perpetrators of DA and VAWG

<sup>13</sup> [Barnet VAWG strategy.pdf](#)

## 4. Consultation & Engagement

The Serious Violence Strategic Needs Assessment and Strategy have been developed through inter-agency data sharing and consultation with key stakeholders and residents. This has included focus groups, online surveys and ward walkabouts that have promoted engagement with 50+ children and young people, 200 professionals, and input from residents, businesses, and Members.

**“Engagement is an ongoing and not one-off process”.**

Feedback from local communities highlight the need for engagement and consultation to be ongoing rather than one off process, and for the engagement to be open to challenge, acknowledge lived experience and also to celebrate the richness and diversity of the borough.

Barnet’s Community Participation Strategy 2022<sup>14</sup> and ‘My Say Matters’: Child Participation and Family Involvement Strategy 2022-25<sup>15</sup>,” set out the council’s commitment to engagement with residents of all ages.

Through this strategy, this commitment will be met in the following ways:

- Leadership and participation by the Partnership in community engagement meetings, including resident ward meetings, community walkabouts and public facing events.
- Regular liaison with local ward councillors to listen and respond to local concerns about serious violence.
- Providing opportunities for community representation in partnership meetings focused on addressing serious violence.
- Supporting accessible reporting pathways for residents, young people, and businesses for rising community tensions, leading to proactive engagement to reduce incidences of serious violence.

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<sup>14</sup> [Community participation strategy | Barnet Council](#)

<sup>15</sup> [Barnet Child Participation and Family Involvement Strategy 2022 - 2025](#)



**‘Violence will never be a deemed “a normal or accepted” occurrence.**

The consultation highlighted a difference between the resident’s perception and fear of violence and the likelihood of incidents taking place, which are devastating but rare. The long-term impact on communities affected by serious violence can erode confidence in professional systems of help and support and feed into collective and harmful narratives that violence is inevitable and commonplace.

The Partnership will work to ensure there are ‘no go areas’ in the borough by supporting safer streets in which local communities are able to move freely without fear of violence. The Partnership will achieve this by:

- Preventative and proactive presence in the community, not just when things go wrong, or an incident has taken place.
- Challenging narratives that serious violence is inevitable and a ‘normal’ occurrence in local communities.
- Partnership presence in community events, including those that celebrate the rich diversity of people living in the borough.
- Clear and accessible mechanisms to report concerns about resident safety, crime, and incidences of violence.
- Ensure incidences of violence recognise collective grief and respond to collective trauma when incidents of violence occur.

### **Prevention and Early Identification**

Grassroot providers, faith groups and local voluntary, community and social enterprise organisations provide trusted and safe spaces for many young people and residents. Their place in the community provides insights into community strengths, concerns, and local tensions. Through this strategy the Partnership will:

- Work with and support local communities to develop localised plans to meet local need and address local concerns.
- Work in partnership with local communities to proactively deploy available resource aimed at providing outreach support to young people aged 18-25 years.
- Share information and intelligence aimed at coordinating and targeting resource to prevent and reduce risk of serious violence.



- Develop awareness raising and training materials aimed at reducing serious violence in partnership with parent champions, young people, key stakeholders, and local businesses.

**Build capacity in services and communities to respond to violence and escalated.**

The partnership will support sustainability of approaches to prevention, diversion, and disruption by building capacity in local communities, the Partnership will achieve this by:

- Building confidence and skills in restorative approaches and raising awareness of support and services available for victims of both reported and unreported incidents of serious violence.
- Facilitating clear escalation pathways for reporting concerns about serious violence leading to proactive partnership activity and deployment of resources aimed at promoting safer communities including CCTV, proactive patrols, community health programmes and special measures on properties.
- Communicating clearly on how it is keeping residents safe from serious violence, listen and respond to feedback on the progress it is making.
- Building capacity in existing partnership forums addressing serious violence to incorporate community voices that can influence local planning and delivery of services to prevent and tackle serious violence.
- Engaging with resident associations, parents, and local communities in the development of new services to prevent and/or tackle serious violence.
- Ensuring marginalised communities can access information, support and services and enabled to have a voice in how the partnership responds to issues of serious violence that affect them.

## 5. Funding and Resources

### 5.1 Prevention and Reduction Activities

#### Capacity and Development and Delivery

The SNA sets out the risk to delivery of short-term funded projects, without which, the challenges to meeting the aims of this strategy are increased. Through this strategy the Partnership will:

- Develop Key Performance Indicators (KPIs) to review the effectiveness of services and localised projects to assess their impact and value.
- Ensure that services and projects with time-limited funding are sustainable through local capacity building.

#### Development of Services

Several local projects have been developed by the council to tackle offending, anti-social behaviour, perpetrator behaviour and serious violence. Currently, external funding provides c.£1m per annum for short-term and ring-fenced projects that supplement the delivery of core council services. The Community, Voluntary, Faith and Social Enterprise Sectors rely upon bids and charitable donations to deliver the excellent range of place-based support available to communities and young people throughout the borough.

The externally funded projects delivered by the council are outlined below, most are funded to 2025. Monitoring and KPI information against the project(s) delivery is shared with funders through quarterly returns:

#### Project Delivery 2022-2025

Name and source of fund	Amount per annum	Description of funded activity	Funding breakdown (if possible)	
London Crime Prevention Fund (MOPAC)	£40,750	<b>Restorative Approaches/Justice Capacity and Network Coordinator –</b>	2022/23	£42,050
			2023–25	£81,500
		Support the development of Restorative approaches through training to key stakeholders	<b>Total</b>	<b>£123,550</b>
	£45,000	<b>Victims' Rights Capacity and Network Coordinator –</b>	2022-25	
		Support the development and capacity of key stakeholders to understand Victims' Rights and victims' access to services.	<b>Total</b>	<b>£135,000</b>

	£65,000	<b>Transitional Safeguarding Youth2Adult Offenders –</b>  Supportive & Preventative Pathways provided by a Barnet-based Ex-Offender Mentoring Academy. Focused on the most persistent, prolific, and violent offenders open to Integrated Offender Management Services providing outreach support 7 days per week and out of hours. Mentoring is provided by ex-offenders with lived experience of the CJS. Building trust, empowerment, offering training qualifications and hands on support to complete & work with Housing, MH, Drugs/Alcohol, benefits, demystifying application processes and assisting with CV writing and eventually employment. Supporting individuals to make positive life choices.	2022/23 £67,000 2023–25 £131,000	<b>Total £198,000</b>
	£30,000	<b>Hate Crime Reporting Project –</b> Recruiting, training, and supporting community and voluntary organisations as 3rd party reporting centres for Hate Crime – expanding reporting to support all forms of hate crime including ASB/VAWG. The centres will also receive a package of training including Hate Crime reporting, safeguarding, and WRAP training.	2022 –25	<b>Total £90,000</b>
	£158,000	<b>ASB Project –</b> Responding to repeat, persistent ASB locations and supporting repeat victims. Putting victims at the heart of the Council's response to ASB and delivering enhanced multi-agency interventions to bring relief to neighbourhoods suffering from persistent and complex ASB.	2022 –25	<b>Total £475,00</b>
<b>Violence Reduction Unit (MOPAC)</b>	£85,435	<b>Community Capacity Network Coordinator –</b> Supporting the development of capacity in community organisations to respond to localised tensions and incidents of violence.	2023/24 - £85,435	<b>One year funding</b>
	Variable	<b>Detached Engagement Youth Workers –</b> Detached engagement work in our key areas of emerging violence and crime to engage with young people and adults' up to the age of 25. To signpost to advice information and positive activities.	2023/24 £6,456 2024/25 £19,496 2025/26 £9,888	<b>Total £35,840</b>
	£145,000	<b>MOPAC – Risk of Exclusions –</b> Youth work support in partnership with schools to identify children and young people most at risk or vulnerable to exclusion from education and/or anti-social behaviour, criminal, or sexual exploitation.	2022 –25	<b>Total £435,000</b>
	£82,000	<b>Engage Mentoring -</b> Mentoring Project at the critical moment of a young person being arrested, mentoring is provided to establish a relationship and understand wider needs and vulnerabilities that possibly lead to causal	2023/24 £194,000	<b>One year funding</b>

		factors of the arrest. Mentoring supports diversion and engagement in positive activities.	
	£100,00	<b>Turnaround</b> – Youth Workers based in NW BCU police custody suites, providing early intervention for children and young people who have been arrested, diverting them towards positive activities	2023 -25 <b>Total</b> <b>£200,000</b>
	£31,250	<b>Parent Champions</b> – In partnership with Active Successful Engagement (ASÉ) to engage parent champions from local communities in training to become mentors and peer support networks for other parents	2022-25 <b>Total</b> <b>£62,500</b>
	Variable	<b>Your Choice</b> – Providing Clinical Supervision and Training to practitioners in the REACH (adolescents at risk Social Work Team) and Youth Justice Team to deliver CBT interventions and tailored packages of support to young people at risk of violence and offending	2022/23    £116,000 2023/24    £97,777 2024/25    £30,000 <b>Total</b> <b>£187,777</b>
	Variable	<b>Serious Violence Duty</b> – Expand Detached Targeted Violence Reduction Youth Workers to reach young adults. Deliver SNA on behalf of CPSB and produce a Serious Violence Strategy with a multi- agency delivery plan	2022/23    £10,767 2023/24    £39,728 2024/25    £29,148 <b>Total</b> <b>£79,643</b>
<b>Health Education England</b>	£101,000	<b>Liaison &amp; Diversion/Clinical Practitioner Barnet Youth Justice Team</b> – providing mental health screening and signposting to mental health services for children who in police detention and/or open to the Youth Justice Service	<b>£101,000 annually</b>
<b>Ministry of Justice (MoJ)</b>	£81,000	<b>Turnaround Programme</b> - Providing support to all children at risk of entry into the Youth Justice System, to prevent them from offending and offer a needs assessment and the earliest opportunity for support.	2023/24    £81,000 <b>One year funding</b>
<b>Home Office</b>	Pan-London - £895,466	Drive is an intensive, coordinated multi-agency response to domestic abuse (DA) perpetrators to change their behaviour with a focus on increasing victim safety, working alongside and complimenting existing interventions. Drive has secured £1,790,932 in funding from the Home Office DA Perpetrator Fund to support delivery of services pan-London	2023-25  (Pan-London - £1,790,932.20)
<b>MOPAC plus match funding from 10 partner boroughs</b>	£697,385 across 10 boroughs	<b>CIFA</b> (Culturally Integrated Family Approach) provides targeted, multi-faceted domestic abuse services for racialised, marginalised communities, through a coordinated family and community approach. Individuals' risks and needs are identified through a specialist suitability assessment, and considered for culturally grounded interventions, delivered by Rise Mutual CiC, and led by Barnet Council The current funding ends March 2025.	2023-25 - £1,394,770 (across 10 boroughs)

Youth Justice Board	£342,887	<b>Annual Youth Justice Grant</b> – to support crime prevention and desistance activities provided by the Youth Justice Service	2023/24 -£342,887 (variable annual grant)
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Externally funded services are monitored and evaluated by the There are more than 200 community groups and charity organisations working with children and young people in Barnet and who are members of Young Barnet Foundation; these include several community-based organisations working with youth, and those affected by violence including, but not exclusive to Art Against Knives, The 4Front Project, MAC-UK, FUSE, Colindale Community Trust, Lift CiC, Unitas Youth Zone, Centre of Excellence CiC, Khulisa, Mencap, The Flowerbank Project, Volunteer-it-Yourself, and Youth Realities. Many of these organisations have operational links to Child & Family Early Help Services and Youth Justice Services, there are some strategic links to the Partnership, but these should be strengthened through this strategy to support whole system working for communities.

## 6. Delivering the Strategy

### 6.1 Local Partnership Arrangements

Barnet’s Safer Communities Partnership works to reduce crime, anti-social behaviour and offending, and promote social cohesion. It acts as the Crime and Disorder Reduction Partnership and is required to:

- Formulate a Community Safety Strategy for agreement by the Council; and
- Ensure that resources are effectively deployed across the Police, Council, criminal justice agencies and other public services in support of the strategy to make the maximum impact.

More information Barnet’s Safety Community Partnership Board and the membership can be found here: [Barnet Safer Communities Partnership Board](#).

The Barnet Safer Communities Partnership will lead the implementation of the strategy and ensure compliance with the Serious Violence Duty 2023.

The Community Safety Partnership reports to the Crime & Disorder Overview and Scrutiny Committee and Cabinet. As the Serious Violence Strategy is focused on young people under the age of 25 years, it is intersectional with the Children’s Education and Safeguarding Overview and Scrutiny Committee and several local strategies and plans, including:

- Community Safety Strategy 2022 – 2027<sup>16</sup>
- Children and Young People’s Plan 2023 – 2027<sup>17</sup>
- Youth Justice Plan 2023 – 2025<sup>18</sup>
- Child & Family Early Help Strategy 2023 – 2027<sup>19</sup>
- Domestic Abuse & Violence Against Women and Girls Strategy 2022 - 2025<sup>20</sup>
- SEND Strategy 2021 -2025<sup>21</sup>
- Combatting Drugs Partnership Delivery Plan<sup>22</sup>
- Tackling Exploitation Strategy 2024 – 2027 (in development for publication in 2024)

## Governance & Board Interface Framework

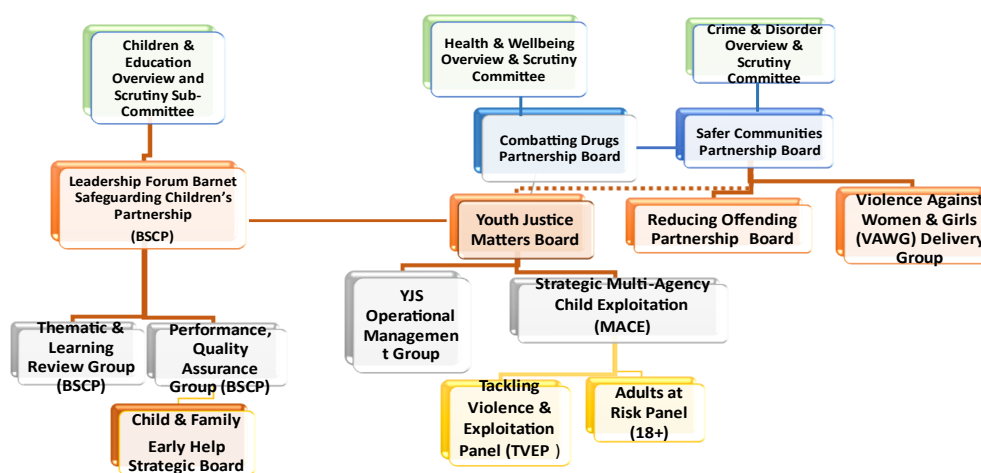


Figure 3. Governance & Board Interface Framework

<sup>16</sup> [Community Safety Strategy 2022 - 2027](#)

<sup>17</sup> [Children and Young People's Plan 2023 - 2027](#)

<sup>18</sup> [Youth Justice Plan 2023 - 2025](#)

<sup>19</sup> [Child & Family Early Help Strategy 2023 - 2027](#)

<sup>20</sup> [Domestic Abuse & Violence Against Women and Girls Strategy 2022 - 2025](#)

<sup>21</sup> [SEND Strategy 2021 - 2024](#)

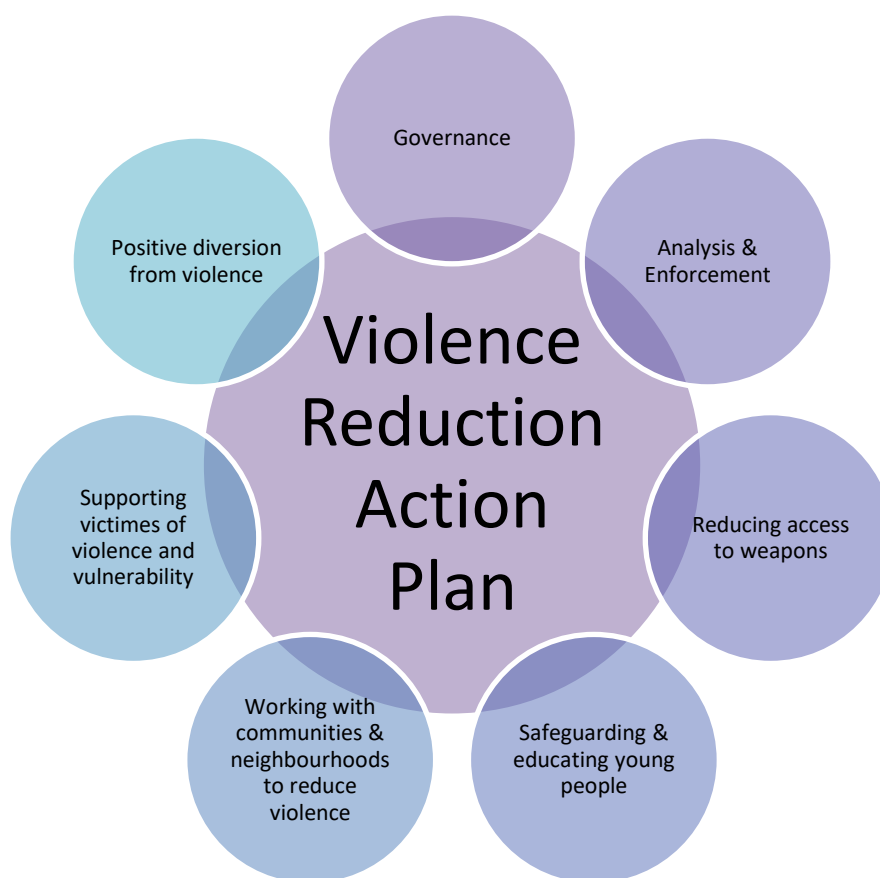
<sup>22</sup> [Combatting Drugs Partnership Delivery Plan](#)

## 7. Action to Prevent and Reduce Serious Violence

The Strategic Needs Assessment has informed the following strategic objectives for the Safer Communities Partnership to prevent and reduce serious violence:

<p><b>Objective 1.</b></p>	<p>Build upon and strengthen existing partnership initiatives through a coordinated and whole system approach, aligning local strategic ambitions for combatting drugs, tackling violence against women &amp; girls, reducing offending, tackling exploitation and serious violence.</p>
<p><b>Objective 2.</b></p>	<p>Build upon local community, child and parent participation approaches to engage local communities in coproduced problem-solving activities.</p>
<p><b>Objective 3.</b></p>	<p>Raise public awareness of the individual, community and social harm caused by violence through targeted campaigns</p>
<p><b>Objective 4.</b></p>	<p>Engage perpetrators of all forms of violence in behaviour change programmes and ensure justice is served.</p>
<p><b>Objective 5.</b></p>	<p>Support the development of a place-based approach in local schools and communities, with a focus on:</p> <ul style="list-style-type: none"> <li>▪ Empowering parents and carers</li> <li>▪ Preventative education approaches</li> <li>▪ Meeting the emerging needs of children and young people with special educational needs</li> <li>▪ Pro-active and evidenced-informed support for 10 to 25-year-olds at the greatest risk of exploitation, offending and violence.</li> </ul>
<p><b>Objective 6.</b></p>	<p>Strengthen victim support, ensuring accessible and trauma-informed support is available to all victims of serious violence</p>
<p><b>Objective 7.</b></p>	<p>Share and use data across the partnership to inform and monitor the development and effectiveness of services aimed at preventing and tackling serious violence.</p>

The Partnership will develop a Violence Reduction Action Plan to meet the aims and objectives of the Serious Violence Strategy 2024-2027. Themes within the local action plan will focus on:



The responsible authorities ('duty holders') of the Serious Violence Duty are:

- Metropolitan Police (NW BCU).
- London Fire Brigade
- London Ambulance Services.
- London Borough of Barnet Adult Services, Community Safety, Family Services (including Youth Justice, Domestic Abuse & VAWG and Reducing Offending)
- London Probation Services
- Health bodies (Integrated Care Boards)
- Housing
- Public Health
- Education

**Date for review/annual review mechanism:**

This Strategy document will be reviewed annually; with the next review due by **31<sup>st</sup> March 2025**.



Progress of this strategy, the objectives set out within it and the local action plan, will be reviewed at quarterly Barnet Safer Communities Partnership Board meetings.

**Summary of annual assessment of progress:**

*This section will be populated 12 months after the Strategy is produced and will provide a summary of the annual assessment of the partnership's performance against the previous years' strategy.*

## 8. Appendix

### 8.1. Common Acronyms

<b>ACE</b>	Adverse Childhood Experiences
<b>ASB</b>	Anti-Social Behaviour
<b>BSCP</b>	Barnet Safer Communities Partnership
<b>BSCPB</b>	Barnet Safer Communities Partnership Board
<b>CHB</b>	Clear Hold Build
<b>DA</b>	Domestic Abuse
<b>EHCP</b>	Education, Health, and Care Plan
<b>GBH</b>	Grievous Bodily Harm
<b>IRIS</b>	Identification & Referral to Improve Safety
<b>IOM</b>	Integrated Offender Management
<b>KPIs</b>	Key Performance Indicators
<b>MACE</b>	Multi-Agency Child Exploitation
<b>MARAC</b>	Multi-Agency Risk Assessment Conference
<b>MoJ</b>	Ministry of Justice
<b>MOPAC</b>	Mayor's Office for Policing and Crime
<b>MPS</b>	Metropolitan Police Service
<b>SCPB</b>	Safer Communities Partnership Board
<b>SEN</b>	Special Educational Needs
<b>SEND</b>	Special Educational Needs & Disability
<b>SIRM</b>	Serious Incident Response Meeting
<b>SNA</b>	Strategic Needs Assessment
<b>SVD</b>	Serious Violence Duty
<b>VAWG</b>	Violence Against Women and Girls
<b>VCOP</b>	Victims Code of Practice
<b>YJS</b>	Youth Justice Service

## 9. Acknowledgments

The London Borough of Barnet would like to thank the individuals, organisations and partner agencies who contributed to the development of this strategy, including:

- Barnet children and young people
- Residents
- Met Police (NW BCU)
- London of Barnet – Community Safety Team, Violence and Exploitation Team, Early Help, Youth Justice Service, DA MARAC, DA and VAWG team, Strategy and Engagement team
- Barnet Education & Learning Services (BELS)
- London Probation Service
- The many voluntary, community, faith and social enterprise organisations involved in the consultation.
- Royal Free London NHS Foundation Trust.
- Public Health Team
- Barnet Combatting Drugs Partnership Board
- The Chair and Members of the London Borough of Barnet Safer Communities Partnership Board

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## **Violence and Vulnerability Reduction Action Plans:**

### **VVR ACTION PLAN tab:**

Local Outcomes (Column D) - This is for boroughs to update to record any local aims which this action aligns with.

VRU Outcomes (Column E) - Boroughs do not need to concern themselves with this column. This column aligns with the wider VRU outcomes framework, although as some actions could potentially fall under several of the VRU outcomes, this is not a definitive list. This column may be used at a later stage to drive an entry on the VRU dashboard on how activity across London relates to our outcomes.

Progress (Column K) - This column supplements a RAG rating by enabling the borough to record whether work has commenced, and if so at what stage (planning/delivery).

Comments (Column L) - This is where the updates on activity are logged.

Document Reference (Column M) - This can be used by boroughs internally to link to documents, or for any information they wish to link to in their return to the VRU. Documents could also be attached. In any external sharing, consider the sensitivity of what is being shared, and necessity.

RAG status (Column K) - For recording progress during the planning and implementation stages; (likely to be green once an action is completed). Status should be broadly: *green* - action is progressing well; *amber* - some minor barriers; *red* - serious barriers to progress.

### **MENU OF OPTIONAL ACTIONS tab:**

The intention is that for any actions from this tab which boroughs wish to implement, they insert a new line on the VR ACTION PLAN tab and copy the detail of the action over.

### **EMERGING THEMES tab:**

This tab allows text updates on these issues which the VRU are keen to understand more on.



**EMERGING THEMES::**

For 2023 the VRU is also asking boroughs to provide information on work that is being carried out under these areas, which are mentioned in the VRU's own strategy.

While we have not yet included any specific actions in relation to these, increasing our knowledge would help us assess how we could focus and co-ordinate work in the future.

This section asks boroughs to provide information on any work they are undertaking in these spaces.

Theme	BOROUGH UPDATES
<b>REDUCING ONLINE HARMS</b>	
<b>UNIVERSAL YOUTH WORK</b> to support the safety of children and young people	
<b>PARENT/CARER NETWORKS</b> and systems of support	
<b>LEARNING AND SHARING</b> from research, evidence and insight, and self-assessments	



NAME OF BOROUGH - Community Safety Partnership Local Violence and Vulnerability Reduction Action Plan

2023/24	Name	Organisation	Role	Key Local Strategic Documents that support violence reduction
ACTION PLAN		Local Authority	CSP Chair	
		Local Authority	Chief Executive	
		Local Authority	Local Authority Leader/Mayor	
		MPS	BCU Commander	
		MPS	Neighbourhoods Superintendent	
		Local Authority	Director of Children's Services	
		Local Authority	Director of Public Health	
		Local Authority	Director/Head of Community Safety	
		London Fire Brigade	Borough Commander London Fire Brigade	
		Probation Service	Area service lead officer	
		Local Authority	Local Authority Housing Director	
		Local Authority	Lead Member for Community Safety	
		Local Authority	Lead Member for Children's Services	
		Victims Support	Local Senior Operations Manager	
		Safer Neighbourhood Board	Chair	
		Integrated Care Board	Partnership lead	
	Early Help & Prevention	Head of Service		
	Community Voluntary Sector	Chief Executive/Partnership lead		

Ref	Theme	Action No	Actions	Local Outcomes	VRU Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status
	1. GOVERNANCE	1	Set out the local co-ordination arrangements between the Community Safety Partnership and sub groups; Local Safeguarding Children Partnerships and Safeguarding Adults Boards; Local Drugs Partnership; and the Health and Wellbeing Board, to support a public health approach to reducing violence aligned to the implementation of the Serious Violence Duty (SVD) strategy. (A structure chart would be useful to aid VRU understanding)		Improved systems-level thinking									
		2	CSP Meeting agendas to include violence performance in line with the Serious Violence Duty and key priorities identified, domestic abuse and sexual offences, community tensions and stop and search as standing items.		Improved systems-level thinking									
		3	Implement a regular violence assessment meeting attended by Police BCU representative(s), relevant Local Authority colleagues, Probation and other suitable external partners. ToR and details of attendees/roles to be provided with action plan returns		Improved information sharing between agencies on CYP at risk									
		4	Monthly Tactical Tasking Co-ordination Group (or local equivalent) to include Violence Intelligence Briefing, tasking of partnership services to target offenders and hotspot locations; maintain and/or review a tracker to identify and manage events of risk, monitor and review community tensions and community feedback		Improved information sharing between agencies on CYP at risk									
		5	New: Local action plans to be reviewed to ensure that plans to deliver the Serious Violence Duty complement Combatting Drugs Partnership work		Improved systems-level thinking									
		6	New: Work to tackle violence and exploitation should adopt the following principles: •A child first approach; with children at the heart, including through youth participation and co-design. •An evidence based approach; cognisant of YEF / EIF/ VRU research, and other sources •A trauma-informed and responsive approach.		Increased analytical capacity and use of evidence in Violence Reduction planning within community-led networks and/or local authorities Improved trauma informed practice									

Ref	Theme	Action No	Actions	Outcomes	VRU Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status
		1	Analysis to support a public health approach to violence reduction in line with requirements of SVD including a Strategic Needs Assessment to understand patterns of violence and vulnerability, key local drivers, contexts where harm is occurring and communities/localities of greatest need, as well as a gap analysis against existing evidence of effective practice to inform the local action plan; sharing this with relevant local partners maximise effectiveness of the approach.		Increased analytical capacity and use of evidence in Violence Reduction planning within community-led networks and/or local authorities									
		2	Use Safestats, Joint Strategic Needs Assessment and wider public health data, social media intelligence, local drugs markets and local county lines analysis, plus any other relevant local authority data sources (i.e. Children's Social Care, housing information) to inform the strategic assessment analysis and partnership tactical delivery.		Increased analytical capacity and use of evidence in Violence Reduction planning within community-led networks and/or local authorities;									



2. ANALYSIS & ENFORCEMENT	3	Police tactical plan to be maintained to record, monitor and review key police tactical interventions and activity in support of police teams tasked with tackling violence. -If using 4P's the different elements to read across into partnership plans. -MPS hotspot analysis to be shared with partners and subject of further analysis to support bespoke interventions -Problem Orientated Policing to be undertaken in key identified hotspots, collaborating with local authorities, housing providers, landowners, businesses and residents -Disruption of groups involved in violence and harm, and organised criminal networks, to have SRO/LRO for each BCU and have partnership input and analysis as required Operation Dauntless and similar operations arranged to tackle VAWG offenders		Increased feelings of safety in neighbourhood										
	4	Multi-Agency Panel response to those at risk of or involved in violence and vulnerable to exploitation (in line with SVD definition and local priorities), including planning responses to risk locations: including Police, Community Safety, Adult and Children's Services, YOT, and Probation Meeting minimum of monthly with TOR and menu of options to manage risk through enforcement, prevention and diversion activities, in order to ensure that victims and offenders benefit from preventative support. Good practice would see annual reviews of the process of meetings and recurring themes identified by panels, to shape future work.		Improved information sharing between agencies on CYP at risk Improved knowledge and understanding of the needs of vulnerable young people Increased ability for professionals to identify and support children and young people who have witnessed or experienced domestic abuse										
	5	Ensure that analysis products capture violence impacting on children and young people in the borough, taking appropriate account of groups and organised criminal networks involved in harm to, and exploitation of children, young people, and those susceptible to crime and victimisation. To be reviewed in-depth every three years and refreshed annually (under CSP/SVD analysis)		Increased analytical capacity and use of evidence in Violence Reduction planning within community-led networks and/or local authorities										
	6	Analysis of the needs and risks of women impacted by violence including as witnesses or bystanders; to assist in development of appropriate interventions.		Increased analytical capacity and use of evidence in Violence Reduction planning within community-led networks and/or local authorities; Increased ability for professionals to identify and support children and young people who have witnessed or experienced domestic abuse										
	7	Training for front line staff, including partner agencies, on information sharing specific to violence and vulnerabilities so they are confident of what data can be shared and how.		Improved information sharing between agencies on CYP at risk; Improved practitioners' response to safeguarding risks										
	8	New: Seek to understand where disproportionality exists in (1) the impact of violence; (2) the access/take up of intervention programmes; and (3) the outcomes for communities. Consider what actions need to be taken locally to address any aspect of this disproportionality.		Improved accessibility and reach of services (particularly for minoritised or often marginalised groups) Improved ability to successfully maintain engagement with young people										
		To note: See new VAWG section for action to record prevalence of Child and Adolescent to Parent Violence												

Ref	Action No	Actions	Outcomes	VRU Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	Risk RAG status
3. REDUCING ACCESS TO WEAPONS	1	Develop an agreed joint programme of actions to remove weapons and provide reassurance. This could include Trading Standards initiatives (e.g. knife or corrosive substance test purchases)		Reduced risk of harm to self and others Reduced weapon carrying Increased feelings of safety in neighbourhood									
	2	Ensure that any commissioned educational programmes covering knives also includes consequences of purchasing online.		Reduced risk of harm to self and others Reduced weapon carrying									

Ref	Action No	Actions	Outcomes	VRU Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	Risk RAG status
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4. SAFEGUARDING AND EDUCATING CHILDREN AND YOUNG PEOPLE Recognising the importance of safeguarding and working alongside places of education	1	Work to ensure that education settings are safe inclusive places to learn, which build young people's resilience and have a trauma informed and anti-racist approach; and that children and young people have safe spaces and ways for them to speak with teachers or other appropriate staff on any concerns related to violence and vulnerabilities. This should include violence at home, in private environments and in public spaces, online, and within the educational setting from peers.		Improved response and support for the social and emotional needs of all children, particularly those with SEND/SEMH needs Improved feelings of safety in school Improved student - teacher relationships in school Improved educational attendance Increased educational engagement										
	2	Schools to include violence impacting on young people within their safeguarding policies, as per Keeping Children Safe in Education (2023) Ofsted guidance.		Improved response and support for the social and emotional needs of all children, particularly those with SEND/SEMH needs Increased transparency and more appropriate action on incidents										
	3	Demonstrable partnership work to minimise school exclusions (and managed moves in place of exclusions), create inclusive settings and support young people back into education, employment and training, with schools and academies exclusions policy reflecting the practice set out in DfE statutory guidance		Improved early identification of risk of exclusion Reduction in number of permanent exclusions, temporary exclusions (suspensions) and incidents of pupil isolation										
	4	Monitor exclusions data and persistent absence (including any patterns of high rates of disproportionality for those with protected characteristics, and history or experience of Domestic Abuse) through the local Education department; with clear processes and evidence of challenge where data or practice indicate that exclusions do not align with statutory guidance; and work to support those with persistent absence through inclusive practice such as reduced timetable and considerations of factors such as mental health.		Improved early identification of risk of exclusion Reduction in number of permanent exclusions, temporary exclusions (suspensions) and incidents of pupil isolation										
	5	Due care and attention given to corporate parenting principles, and ensure trauma-informed support is provided to children in care and care leavers through diversion and preventative work that is bespoke to the risk of them becoming involved in serious violence or other unhealthy relationships, including intimate relations, friendships and familial relations; with clear pathways to mental health provisions and support		Improved trauma informed practice Improved knowledge and understanding of the needs of vulnerable young people										
	6	Collaborate with parents and carers, especially those deemed to be vulnerable, to effectively engage young people in diversionary activities and education; preventing harm through a culturally competent and trauma informed approach with an awareness of all types of violence that may be encountered or experienced.		Improved parental ability to identify concerning behaviours Improved pathways to support (especially reaching marginalised groups) Improved partnership/multi-agency working to support families Improved capability for parents to talk/access to peer support Improved cultural competency / understanding of different cultures										
	7	Universal and targeted evidence-based programmes delivered across schools, including as part of PSHE offer. These should incorporate local safeguarding issues, healthy relationships, and self-esteem and misogynistic behaviour within educational settings - considering utilisation of the Mayor of London's VAWG toolkit - with mechanisms in place for partners within the borough and across London to support schools to assess quality and impact.		Improved whole school approach to sexual abuse and healthy relationships Improved understanding, confidence, and transparency in school about harmful sexual behaviour and appropriate action taken on incidents Improved knowledge and understanding of domestic abuse and its impact										
	8	Offer targeted support to tackle high-risk, high-harm criminality that affects young people, by involving police officers in schools with an emphasis on engaging and educating young people (and their families as appropriate), with enforcement being used only when necessary.		CYP have improved understanding of issues related to harm & exploitation Improved decision making										

	9	Bespoke, accessible support for students in PRUs/AP, including mentoring and transition back into mainstream education or on to further education, training, employment (e.g. VRU PRU mentoring scheme); and therapeutic support for children witnessing abuse/violence, which proactively promotes healthy relationships.		Improved attitudes to education/learning (specifically in school/PRU settings) Improved rates of successful reintegration into mainstream education Reduction in NEET rates (Not in Education, Employment or Training)										
	10	Work to ensure that public locations are safe from all abuse and exploitation for children and young people through embedding a contextual safeguarding approach with partners; considering use of toolkits at <a href="https://www.contextualsafeguarding.org.uk/toolkits/">https://www.contextualsafeguarding.org.uk/toolkits/</a> when risks are identified		CYP have increased feelings of safety Increased feelings of safety in (wider) neighbourhood										
	11	New: All schools across the borough to have Operation Encompass as standard practice, and ensure a pathway into local support services is in place for children identified as needing further support for domestic abuse they have experienced or witnessed, including where possible support for secondary trauma experienced through family members.		Improved knowledge and understanding of domestic abuse and its impact Improved response and support for the social and emotional needs of all children, particularly										
	12	New: Supporting the transition from Primary to Secondary School, through programmes that introduce Year 6 pupils to their new school and the area and provide mentoring and pastoral support; also raising awareness for parents of risks which children may encounter.		Improved transitions support Improved capability for parents to talk/access to peer support										
Ref													Risk	
Theme	Action No	Actions	Outcomes	VRU Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status	
5. WORKING WITH COMMUNITIES AND NEIGHBOURHOODS TO REDUCE VIOLENCE	1	CSP to work with communities, young people, the VCS and businesses, to reduce violence, with appropriate programmes of community participation and consultation in both short-term responses including co-design and longer-term planning, bystander training, and regular engagement		Increase community empowerment Increased engagement in decision-making Improved equity in decision making										
	2	Community Tensions Monitoring - Community Impact Assessment by MPS to be shared with and informed by CSP partners so it is based on multi-agency data, paying consideration to monitoring the trust and confidence of individuals and communities to report violence.		Improved community buy-in for local approach to violence reduction Increased feelings of safety in neighbourhood Improved cultural competency / understanding of different cultures										
	3	Facilitate community involvement in Stop & Search - including the monitoring of S60 by community representatives. This action should set out what the local arrangements are including where alternative arrangements are being piloted.		Increase community empowerment Improved community engagement										
	4	Develop a local partnership response to serious violence critical incidents (or concerns of impending violence), making use of the VRU CSP Serious Incident Toolkit where appropriate. Consider applying to the VRU critical incident fund, for a small one off funding grant to directly support communities in the aftermath of a serious incident of violence (or the Pre-emptive CIF where concerns exist)		Increased feelings of safety in neighbourhood Reduction in worry/fear about violence Improved community engagement										
	5	New: Develop links with housing providers, and encourage them to understand that their public-facing staff are likely to have interactions with those involved in or affected by violence; and therefore have a point of engagement, and that they can feed concerns into other violence-reduction partners.		Increased engagement within the wider community Improved access and use of community resources and support Increase in number of individuals/organisations engaged in local responses to violence										
	6	Work with communities and other partners in hyper local areas experiencing repeated higher levels of violence to develop capacity building to support incident response in the community, through a robust partnership approach, and to increase trust and collaboration between local communities, stakeholders, key local institutions, and statutory partners. (e.g. VRU My Ends, VRU Community Capacity Building programme)		Improved capacity within community-led networks Increased community connectedness Increase community empowerment Increased feelings of safety in neighbourhood										
Ref													Risk	
Theme	Action No	Actions	Outcomes	VRU Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status	
	1	To have a multi-agency assessment and referral process through a Multi-Agency Safeguarding Hub or similar, with full partner sign-off of terms of reference and operating model. Local Safeguarding partners to ensure robust and relevant social care oversight for young people at risk of harm. Specialists such as IDVA/ISVA/VAWG Caseworkers are located within safeguarding hub, or have a similarly expedient access to information and response to victims.		Improved information sharing between agencies on CYP at risk Victims are better supported Improved practitioners' response to safeguarding risks										

6. SUPPORTING VICTIMS OF VIOLENCE AND VULNERABILITY Ensuring co-ordinated referral and support to victims and those who are vulnerable	2	Those aged u.25 who are either victims of violence or vulnerable to exploitation, and all victims of Domestic Abuse, are provided appropriate referrals and packages of support across both statutory and voluntary provision. This could include to the London Victim and Witnesses Service which supports victims and witnesses of crime in London to cope and recover from their experiences, or the CouRAGEus project who provides specialist advocacy and support to young women and girls in London.		Victims are better supported Improved trauma informed practice Improved mental wellbeing Improved self-esteem/self-confidence									
	3	Those aged u.25 who are victims of violence, and all victims of Domestic Abuse, to have a trauma informed needs assessment, with referrals to therapeutic support. This could include Your Choice CBT programme or CAMHS (where the assessment determines that to be appropriate).		Victims are better supported Improved trauma informed practice Improved mental wellbeing Improved self-esteem/self-confidence									
	4	London Trauma and A&E centres to provide safeguarding information to local partnerships through an agreed referral mechanism and hence maximise opportunities for reachable moments and rapid service referral/support. (Details on Hospital-based services to be logged in plans so the VRU can understand the spread of these)		Improved information sharing between agencies on CYP at risk Improved practitioners' response to safeguarding risks Reduced risk of harm to self and others Reduction in hospital/A&E admissions/attendances for assault with a bladed article/weapon Reduced frequency and severity of child criminal exploitation									

Ref		Actions											Risk	
Theme	Action No	Actions	Outcomes	VRU Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status	
7. POSITIVE DIVERSION FROM VIOLENCE Recognising that children and young people should be offered interventions which help them move away from criminality	1	Those in the CJS committing violent crime offences (both pre-court diversion where appropriate, and post conviction) to be provided with bespoke community sentence interventions, including access to behavioural change programmes relevant to their offending.		Improved socio-emotional learning skills Improved emotional capabilities Improved decision making										
	2	Support the effective operation of IOM, in line with the London IOM framework - to focus partner agencies on persistent, violent offenders who pose at least a medium risk of violent reoffending, including domestic abuse offences, as the core/fixed IOM cohort - through co-ordination of resources to proactively manage local priority offenders with partners, and make effective use of referrals into pan-London IOM violence reduction services		Improved information sharing between agencies on CYP at risk										
	3	Probation Service bespoke license conditions for violent offenders should include opportunities for training, employment, education and housing and to complete interventions specifically related to reducing the risk of violence, coercive and controlling behaviour, weapon offending and improved personal well-being.		Improved ability to successfully maintain engagement with young people. Improved ability to successfully maintain engagement with young people Improved employability skills and training (including improved attitude to work / career management skills and increased qualifications) Increased engagement in decision making Improved appropriate relationships with practitioners (e.g., dependency and engagement)										
	4	New: Children arrested for violence, robbery, weapons, or drug offences, are referred to support services on being bailed or NFA'd, in an attempt to prevent involvement in violence.		Reduced risk of harm to self and others Reduced frequency and severity of child criminal exploitation										

Ref		Actions											Risk
Theme	Action No	Actions	Outcomes	VRU Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status
	1	Maintain an up-to-date online list of local VAWG support services, including 'by and for' and specialist provision, and services for men and boys. This will include linking to the London Victim & Witness Service (LVWS) Service Directory <a href="https://londonvws.org.uk/directory/">https://londonvws.org.uk/directory/</a> , and information about out of hours services such as the 24 hour National Domestic Abuse Helpline <a href="https://www.nationaldahelpline.org.uk/">https://www.nationaldahelpline.org.uk/</a> .		Improved pathways to support (especially reaching marginalised groups) Increased support for children and young people that have been impacted by domestic abuse/ violence Victims are better supported									

<p><b>NEW SECTION: 8. Tackling Violence Against Women and Girls:</b> Ensuring co-ordinated referral and support to victims and those who are vulnerable and recognising the importance of safeguarding and working alongside key partners.</p>	2	Consider cross-borough reciprocal agreements and links to pan-London provision, to ensure victims and perpetrators can access the support they need- when and where they need it. This might include referrals to appropriate support services and to relevant safeguarding forums such as the MARAC.		Increased feelings of safety for the parent/carer Increased feelings of safety for the child or young person within the family home/ context of family Improved systems-level thinking																
	3	Collaborate with partners to co-ordinate a local training offer for identifying, preventing and tackling VAWG for key professionals coming into contact with survivors and/or perpetrators, to be reviewed annually. This will likely include health, education, social care, housing, community engagement, and justice amongst others.		Improved identification of victim/survivors and their families in need of support Improved awareness of available support																
	4	Children's Social Care to ensure policies are in place regarding working with and assessing perpetrators of domestic abuse and other forms of VAWG when safeguarding children and the non-abusive parent. These should be developed in consultation with national and/or existing local services who are specialists in working with perpetrators of VAWG.		Improved practitioners' response to safeguarding risks Awareness of abusive/neglectful parenting																
	5	Local Areas should refer to existing MOPAC-led Needs Assessments for victims/survivors of VAWG and collaborate with future Needs Assessment so that there is an accurate picture of local need, demand and provision.		Increased ability for professionals to identify and support children and young people who have witnessed or experienced domestic abuse Improved understanding of quality, support design and delivery of family support Improved systems-level thinking																
	6	Local Areas to commit to the prevention of the rise in harmful attitudes towards women and girls including VAWG in an on-line context; for example through Education and Campaigns.		Improved healthy relationship attitudes and behaviours Practitioners have increased understanding of online harm																
	7	VAWG has recently been made a Strategic Policing Requirement, from which an annual Strategic Threat Risk Assessment (STRA) will be conducted. Local areas are therefore advised to reflect this in their local CSP priorities and ensure Safeguarding policies and procedures are joined up (for example, MARAC, MAPPA, MASH amongst others), reviewing annually following publication of the STRA.		Improved systems-level thinking																
	8	Within local VAWG and Safeguarding Strategic priorities, ensure that tackling VAWG in Public Spaces and the Night Time Economy is included.		Reduction in worry/fear about violence Innovative approaches to violence reduction																
	9	Local Areas to consider how disproportionality impacts different sections of their local community and ensure they take an intersectional approach to developing VAWG responses and commissioning the provision of local services. This will include taking account of the needs of people as both victims and perpetrators, black and minoritised people, people with disabilities, older people, those who are LGBTQ+ and those with insecure immigration status or no recourse to public funds (NRPF).		Improved accessibility and reach of services (particularly for minoritised or often marginalised groups) Improved cultural competency / understanding of different cultures																
	10	Work with organisations within the health economy, including Public Health Departments and NHS Trusts to take a Public Health Approach to VAWG.		Increased ability for professionals to identify and support children and young people who have witnessed or experienced domestic abuse Increased GP/Clinical awareness of Domestic Abuse referral pathways																
	11	Ensure processes are in place to collect data on Child and Adolescent to Parent Violence and Abuse (as a specific form of domestic abuse), in order to gain a better understanding of prevalence.		Increased understanding of violence within the family (e.g., Child & Adolescent to Parent Violence) Improved understanding of quality, support design and delivery of family support																

Theme		MENU OF OPTIONAL ACTIONS TO ADD TO THE ACTION PLAN	VRU OUTCOMES
GOVERNANCE	1	Hold an annual Local Leadership event (Elected members, Statutory Officers, CVS and local Businesses) to look at 'wicked issues' to ensure multi-agency response, e.g. Building community trust in statutory services.	Improved systems-level thinking
ANALYSIS & ENFORCEMENT	1	Use of intelligence led Stop and Search including use of S60 in accordance with NPCC guidance. Intelligence can be fed into the Violence Suppression Units (or similar proactive resources) to action.	Reduced weapon carrying Increased feelings of safety in neighbourhood
	2	Local Authority enforcement through use of all enforcement assets to target locations and offenders, for example CCTV, Enforcement Officers, Parking Enforcement, removal of abandoned vehicles	Increased feelings of safety in neighbourhood Improved community buy-in for local approach to violence reduction
	4	Licensing - If a specific venue is identified as being associated with an incident(s) of violence, and it is Licensed (For example a Pub, Nightclub, Betting Shop, etc), seek to contact & utilise the expertise of Local Council & Police Licensing Teams in order to mitigate this risk. These teams can offer a range of partnership & enforcement options in order to improve safety at the venue and reduce said violence. (Potential Enforcement Options include – Review of Licence, Emergency Closure Powers and prosecutions under the Licensing or Gambling Act).	Increased feelings of safety in neighbourhood Improved community buy-in for local approach to violence reduction
REDUCING ACCESS TO WEAPONS	1	Local process where weapons can be safely disposed of, without repercussions such as knife amnesties or knife bins, with a running log and Action Plans updated with locations	Increased feelings of safety in neighbourhood Reduction in worry/fear about violence
	2	Conduct weapon sweeps such as Community Weapon Sweeps, or sweeps by staff or partners agencies e.g. LFB, housing providers/estate managers, refuse collectors; maintaining a log of activity.	Increased feelings of safety in neighbourhood Reduction in worry/fear about violence Increase in number of individuals/organisations engaged in local responses to violence
	3	Responsible retailer agreements- <a href="https://nbcc.police.uk/guidance/knife-retailers-toolkit">https://nbcc.police.uk/guidance/knife-retailers-toolkit</a>	Reduced weapon carrying Reduced risk of harm to self and others
	4	Physical improvements of localities to design out opportunities to store weapons	Reduced risk of harm to self and others
	5	Target Hardening of retailers to prevent shoplifting	Reduced risk of harm to self and others
	6	Work collaboratively with local authority trading standards teams and conduct U18 and Challenge25 Test Purchase operations.	Reduced weapon carrying Reduced risk of harm to self and others
	1	Intelligence sharing and tension monitoring between education establishments and local authority, involving schools-based officers	Improved information sharing between agencies on CYP at risk
	2	Promote the London Needs You Alive Campaign within local prevention awareness campaigns	Improved accessibility and reach of services (particularly for minoritised or often marginalised groups)
	3	Children at risk, harm, or vulnerable to exploitation, to be an agenda item at local DCS/Headteacher fora at least annually	Improved systems-level thinking
	4	Promotion of membership of youth organisations e.g. Volunteer Police Cadet Scheme, London Fire Brigade Cadet Scheme, Scouts local voluntary sector organisations	Improved life skills Improved aspiration/ personal ambition
	5	Support key transition stages in a young person life that can increase their vulnerability (changing schools, returning to education from young offenders institution; leaving care)	Improved transitions support
	6	Adoption of a restorative practice approach	Reduced frequency and/or severity of (re) offending Improved decision making
	7	Demonstrable consideration by safeguarding and the community safety partnership of parental engagement approach; active strategies for engagement, including socio-education offer, across key partners, especially within schools, PRUs and colleges.	Improved partnership/multi-agency working to support families Improved awareness of available support

<b>SAFEGUARDING AND EDUCATING CHILDREN AND YOUNG PEOPLE</b>	8	Recognising the key role of parents and carers, and the extensive evidence on benefits of parental support and education, clear socio-education offer on local risks and themes relating to violence impacting on young people (in particular, grooming, exploitation and healthy relationships) as part of an effective prevention offer for young people	Improved parental ability to identify concerning behaviours Increased confidence in parenting
	9	Support work to promote healthy relationships to help address gender based violence in schools (e.g. VRU Tender programme)	Improved whole school approach to sexual abuse and healthy relationships
	10	Equalities impact of programmes implemented are assessed and considered to ensure diverse needs of young people, families and communities are responded to contextually, with potential negative impact fully understood.	Improved accessibility and reach of services (particularly for minoritised or often marginalised groups) Improved response and support for the social and emotional needs of all children, particularly those with SEND/SEMH needs
	11	A clear partnership response to identifying, assessing and responding to extra-familial harm is documented within a safeguarding partnership strategy; tools to effectively deliver the strategy are available to practitioners and professionals as recommended by Ofsted.	Improved practitioners' response to safeguarding risks Improved information sharing between agencies on CYP at risk
	12	Structural issues which contribute to disproportionalities within violence, service access and school exclusions are understood by the partnership, and clear action to address are outlined within key strategic departments and multi-agency plans, as well as public sector equality planning.	Improved accessibility and reach of services (particularly for minoritised or often marginalised groups) Improved knowledge and understanding of the needs of vulnerable young people
	13	Local safeguarding partnerships coordinate efforts to ensure local Early Help processes and referral pathways, and everyone's role within them, are clear and easily accessible to parents/carers, schools, PRUs and college staff.	Improved accessibility and reach of services (particularly for minoritised or often marginalised groups)
	14	Adoption/promotion of initiatives (such as a school watch) to promote safe journeys to/from school for children and young people.	Increased feelings of safety in neighbourhood
	15	Deliver a Blue Light Collaboration (MPS, LAS and LFB) to year 8 students in schools covering topics such as violence impacting on young people, CSE, online safety, basic first aid, and fire safety .	CYP have improved understanding of issues related to harm & exploitation CYP have increased feelings of safety
	16	Dedicated non-teaching staff to support students outside of the formal structure of a student-teacher relationship.	Increased feeling of having a trusted adult in young person's life
	17	Schools to consider use of knife-detecting wands, if appropriate to their risk profile and engagement approach; contacting their Safer Schools Team if a wand is needed.	Improved feelings of safety in school Reduced weapon carrying
<b>WORKING WITH COMMUNITIES AND NEIGHBOURHOODS TO REDUCE VIOLENCE</b>	1	Map key communities and leaders, review six monthly.	Improved community buy-in for local approach to
	2	Consider use of the Business Community Safety Toolkit, to support sharing of good practice between businesses in preparing for or responding to an incident of violence <a href="https://www.london.gov.uk/sites/default/files/business_community_safety_toolkit_b.pdf">https://www.london.gov.uk/sites/default/files/business_community_safety_toolkit_b.pdf</a>	Increase in number of individuals/organisations engaged in local responses to violence
	3	Promote Fearless as a crime information source and option for providing information about violence anonymously <a href="https://www.fearless.org/en">https://www.fearless.org/en</a>	Improved community buy-in for local approach to violence reduction
	4	Develop a communications plan which engages communities in the programme, and supports a reduction in fear of crime through providing honest and positive messages about achievements and reduces risk of stigma and discrimination.	Improved community engagement Increase in adoption of community-led approaches
	5	Involve young people within local violence prevention work, through both established forums such as youth councils/parliaments, youth Independent Advisory Groups and informal grassroots pathways including through social media platforms.	Increased young person participation Improved community buy-in for local approach to violence reduction

	6	Collaborate with partners to initiate a parents network that communicates on a regular basis to disseminate information about problems/ issues in the borough, to consult with them about contemporary parenting challenges and possible solutions and to ensure no-one feels alone in confronting these challenges.	Improved partnership/multi-agency working to support families Improved capability for parents to talk/access to peer support
	7	Police to work with local communities at a ward level, governed by ward panels, with the introduction of a new mandatory ward panel priority that must focus on violence or drivers of violence.	Improved community engagement Improved community buy-in for local approach to violence reduction

<b>SUPPORTING VICTIMS OF VIOLENCE AND VULNERABILITY</b> Ensuring co-ordinated referral and support to victims and those who are vulnerable	1	Agree a common risk assessment and management framework for violence impacting on young people. Consult and agree on a best practice based, borough wide, youth violence risk assessment and management framework. Having established a framework disseminate and embed in council and partner practices and processes through training and briefing.	Improved knowledge and understanding of the needs of vulnerable young people
	2	Provide front line staff within partner agencies with trauma and attachment training, in order to support practitioners working with young people to understand the 'Trauma Informed Approach'. This approach informs staff of how trauma in early life may affect current behaviour.	Improved trauma informed practice
	3	Ensure there is a robust mechanism to identify and manage any risk when young people move to different areas by including effective handover between agencies.	Improved information sharing between agencies on CYP at risk Improved ability to successfully maintain engagement with young people

<b>POSITIVE DIVERSION FROM VIOLENCE</b> Recognising that young people should be offered interventions which help them move away from criminality	1	Children in the Youth Justice System to have conditions/requirements tailored to the nature of violence offences and the service provision available locally through the YOT.	Reduced frequency and/or severity of (re) offending Reduced risk of harm to self and others
	2	Work with the Voluntary Community Sector to develop and deliver a range of services that support young people and enhance the overall approach to tackling violence impacting on young people	Improved ability to successfully maintain engagement with young people Reduced risk of harm to self and others
	3	Partnership support for Police applications for post-conviction Criminal Behaviour Orders (CBO's) for repeat knife offenders, in order to create better levers for change, by including positive requirements in sentences and orders to support the opportunity for change.	Improved ability to successfully maintain engagement with young people Reduced risk of harm to self and others
	4	Using the ASB early intervention scheme to deal with people involved in ASB, potentially preventing future criminal behaviour, responding to offending behaviour, increasing intelligence, highlighting safeguarding issues and providing opportunities prior to any enforcement .	Improved information sharing between agencies on CYP at risk Improved practitioners' response to safeguarding risks
	5	Co-ordination between Probation and other partners to ensure robust pre-release plans, in order to provide support for a positive transition from secure estate back into the community.	Improved ability to successfully maintain engagement with young people Reduced risk of harm to self and others

<b>NEW SECTION:</b>		Currently no optional suggestions
<b>Tackling Violence Against Women and Girls:</b>		
Ensuring co-ordinated referral and support to victims and those who are vulnerable and recognising the importance		





AGENDA ITEM 15

## Cabinet

<b>Title</b>	<b>Annual Procurement Forward Plan (APFP) 2024-25 update</b>
<b>Date of meeting</b>	<b>16 January 2024</b>
<b>Report of</b>	Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources & Effective Council
<b>Wards</b>	All
<b>Status</b>	Public
<b>Key</b>	Key
<b>Urgent</b>	No
<b>Appendices</b>	Appendix A – Annual Procurement Forward Plan (APFP) 2024-25 update
<b>Lead Officer</b>	Cath Shaw, Deputy Chief Executive <a href="mailto:cath.shaw@barnet.gov.uk">cath.shaw@barnet.gov.uk</a>
<b>Officer Contact Details</b>	Tim Campbell, Interim Assistant Director (Commercial & Procurement) <a href="mailto:tim.campbell@barnet.gov.uk">tim.campbell@barnet.gov.uk</a> Susan Lowe, Senior Business Partner, Procurement <a href="mailto:susan.lowe@barnet.gov.uk">susan.lowe@barnet.gov.uk</a>

### 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. This report provides an update on Appendix provided to 12 December 2023 Cabinet regarding identified contract values.

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 update to the Annual Procurement Forward Plan (APFP) to enable commencement of procurement activity for 2024/25 – 2026/27 (as identified in Appendix 1 updated line entries identified at 12 December 2023 Cabinet meeting.**
  
- 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.
  - To provide identified update from 12 December 2023 Cabinet meeting correcting typographical entry of value for energy database line 68 on Appendix 1, this is now a corrected entry on line 83 of Appendix 1 of this report. Updating line 69 Electric Power Purchase Contract to line 68 of Appendix 1 of this report. Also updated is the Assurance entry for Cross Council Assurance Service (CCAS) Framework line 167 and 168 on Appendix 1, 12 December 2023 report. It has been confirmed line 168 is a duplicate of contract value entry relating to Lot 3 which is part of the total CCAS framework which is now captured singly for whole CCAS framework on 166 of Appendix 1 of this report.

## 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](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

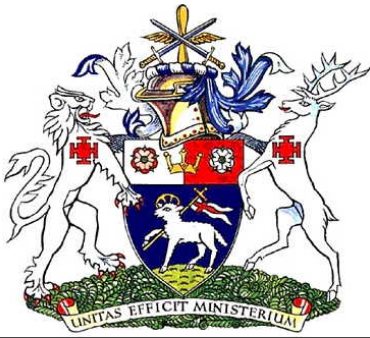
[https://barnet.moderngov.co.uk/documents/s77620/APFP%202023-24%20Addendum%20Update%20PR%20Ctte%20Report 270323.pdf](https://barnet.moderngov.co.uk/documents/s77620/APFP%202023-24%20Addendum%20Update%20PR%20Ctte%20Report%20270323.pdf)



Annual Procurement Forward Plan (APFP) 2024-25 Update 16/01/2024

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> <b>Please note this must align with total contract value (column H) to confirm authorisation to proceed</b>	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>
<b>Customer &amp; Place - Estates</b>									
68	Electric Power Purchase Contract (line 69 - 12 December 2023 Appendix 1)	New Procurement	Estates	£ 60,000,000	Yes	15 years	04/01/2024	04/01/2025	No
83	Energy Database (line 68 - 12 December 2023 Appendix 1)	New Procurement	Estates	£ 63,500	Yes	2 years	04/01/2024	07/09/2024	No
<b>Assurance</b>									
166	Cross Council Assurance Service (CCAS) Lot 1, 2, 3, 4	Extension	Internal Audit	£ 75,000,000	No	4 Year + 12 months + 12 months	01/09/2023	01/04/2024	Yes
<b>Annual Procurement Forward Plan 2026-2027</b>									
<b>Assurance</b>									
2	Cross Council Assurance Service (CCAS) Lot 1, 2, 3, 4	New Procurement	Internal Audit	£ 75,000,000	No	4 Years + 12 months + 12 months	01/04/2025	01/04/2026	No

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**Cabinet**

<b>Title</b>	Approval and adoption of Barnet’s Sustainable Drainage Strategy (SuDS) and long-term Highways SuDS programme.
<b>Date of meeting</b>	16 January 2024
<b>Report of</b>	Councillor Alan Schneiderman, Cabinet Member for Environment and Climate Change
<b>Wards</b>	All
<b>Status</b>	In Public
<b>Key</b>	Key Decision The SuDS strategy is applicable borough-wide, and the highways SuDS programme will be prioritised in the high flood risk areas/flooding hotspots on highway network across the borough.
<b>Urgent</b>	No
<b>Appendices</b>	Appendix A – London Borough of Barnet Sustainable Drainage Strategy
<b>Lead Officer</b>	Cath Shaw, Deputy Chief Executive <a href="mailto:cath.shaw@barnet.gov.uk">cath.shaw@barnet.gov.uk</a>
<b>Officer Contact Details</b>	Ian Edser, Director of Highways and Transportation <a href="mailto:ian.edser@Barnet.gov.uk">ian.edser@Barnet.gov.uk</a> Ruchi Sayal, Senior Flood Risk Manager, <a href="mailto:ruchi.sayal@barnet.gov.uk">ruchi.sayal@barnet.gov.uk</a>

**Summary**

In January 2023, the Government announced the commencement of enactment of Schedule 3 to The Flood and Water Management Act 2010 in England. When implemented (envisaged to be during 2024), this will trigger the enactment of SuDS Approval Body (SAB) within the Council. Barnet SuDS strategy sets out the Councils’ long-term vision to encourage the delivery of SuDS throughout the borough, ahead of the implementation of Schedule 3 in England.

Schedule 3 provides a framework for the approval and adoption of drainage systems, by an approving body (SAB), and national standards on the design, construction, operation, and maintenance of SuDS.

Also, it makes the right to connect surface water runoff to public sewers conditional upon the drainage system being approved by the Authority before any construction work can start. It is expected that the SAB will replace the delivery of SuDS through the planning process and will empower the Council as Lead Local Flood Authority (LLFA) to ensure that the delivery of SuDS is mandatory in comparison to their current statutory consultee role.

This report seeks approval and adoption of the proposed Barnet's Sustainable Drainage Strategy (SuDS) to encourage the delivery of SuDS within public and private developments borough wide. The strategy aligns with [Barnet Corporate Plan 2023 to 2026](#), [Barnet's Sustainability Strategy](#) and the recently published [Local Flood Risk Management Strategy](#). The strategy aims to release technical guidance for delivery of SuDS in the borough and should be used by internal Council teams and developers. Moreover, it sets out a long-term programme for delivery of SuDS on Barnet's highway network. These highway SuDS opportunities are presented on [Barnet Highway SuDS opportunity mapping](#).

## Recommendations

1. That the Cabinet notes the pending enactment of Schedule 3 to The Flood and Water Management Act 2010 with the additional responsibilities placed upon the Authority to administer.
2. That the Cabinet approves, subject to recommendation 4, the proposed Barnet Sustainable Drainage (SuDS) Strategy (Appendix A) and its associated vision to encourage the implementation of SuDS throughout the borough.
3. That the Cabinet, subject to recommendation 4, adopts the long-term highway SuDS programme developed across seven priority bands over more than ten years to progress into feasibility studies.
4. That the Cabinet Member for Environment and Climate Change, in consultation with the Director of Highways and Transportation, be authorised to progress a public consultation with regards the proposed Barnet Sustainable Drainage (SuDS) Strategy and consider the consultation responses before finalising and implementing the Barnet Sustainable Drainage (SuDS) Strategy with any material changes reported back to Cabinet.

### 1. Reasons for the Recommendations

#### 1.1 Background

- The Flood and Water Management Act 2010 designates London Borough of Barnet (LBB) as the Lead Local Flood Authority (LLFA) and as such has a statutory responsibility of local flood risk management within the borough. This includes ensuring that flood risks from local sources, including surface water runoff, groundwater and ordinary watercourses and their interactions, are identified and managed.
- The Flood and Water Management Act 2010 proposed that Sustainable Drainage Systems (SuDS) should be approved before development commences, by a SuDS Approval Body (SAB), set up by local authorities to ensure that SuDS are designed according to national standards. However, in December 2014 the Department for Communities and Local Government (DCLG) and Department for Environment, Food and Rural Affairs (DEFRA) issued Written Statement which announced that SuDS will not be delivered as described in Schedule 3 of the Flood and Water Management Act, 2010, but will be delivered through the planning system. As part of this announcement the use of

SuDS Approval Bodies (SABs) as the primary mechanism for SuDS review, approval and management was dropped.

- The Town and Country Planning (Development Management Procedure) (England) Order 2015 further made the Council as LLFA as statutory consultees on planning applications relating to major development (developments of 10 dwellings or more; or equivalent non-residential or mixed development). As part of this responsibility, LBB as LLFA was required to ensure that sustainable drainage systems for the management of run-off are put in place, unless demonstrated to be inappropriate. Subsequently, in March 2015, the DEFRA published Non-Statutory Technical Standards for Sustainable Drainage Systems, currently used as a reference by Local Authorities to undertake their SuDS responsibilities.
- In January 2023, the Government announced the commencement of enactment of Schedule 3 to The Flood and Water Management Act 2010 in England subject to final decisions on scope, threshold, and process once a full regulatory impact assessment has been consulted on which will trigger the enactment of SAB within LBB.
- Moreover, the flood risk within Barnet is expected to exacerbate with rapid urbanisation, unprecedented population growth, and evident impacts of climate change. Barnet's need for a robust strategy to manage flood risk and increase the community's flood resilience has never been greater.
- Sustainable drainage systems, or 'SuDS', aim to manage surface water locally (closest to the source where generated) and are a natural alternative to traditional drainage networks like pipes and sewers. They encourage urban greening and the utilisation of more permeable surfaces to reduce the risk of surface water flooding, reduce pollution from urban runoff and deliver wider benefits as enhancing biodiversity, improving aesthetics, and creating recreational space.

## 1.2 SuDS strategy-An overview

The SuDS strategy, set out at Appendix A of this report, considers existing Barnet policies in lines with the [Local Flood Risk Management Strategy](#) and SuDS best practices to set out the long-term vision to implement SuDS throughout the borough.

Barnet's proposed Sustainable Drainage Strategy is comprised of the following Sections:

- Introduction to the Strategy
- Background of SuDS
- SuDS Specific Guidance for Developers
- Barnet specific requirements for SuDS
- Common constraints
- Guidance with SuDS on Highways
- Adoption of SuDS
- Maintenance of SuDS
- Planting

The strategy (in Section 3 of this report) sets out the technical guidance for developers when designing SuDS for the development and what requirements need to be met at different stages for planning application. The Section 4 of the strategy sets out some of the Barnet specific requirements for the SuDS

design, not only for the developers but internal Council teams like Town Centres and Highways, where SuDS are being proposed.

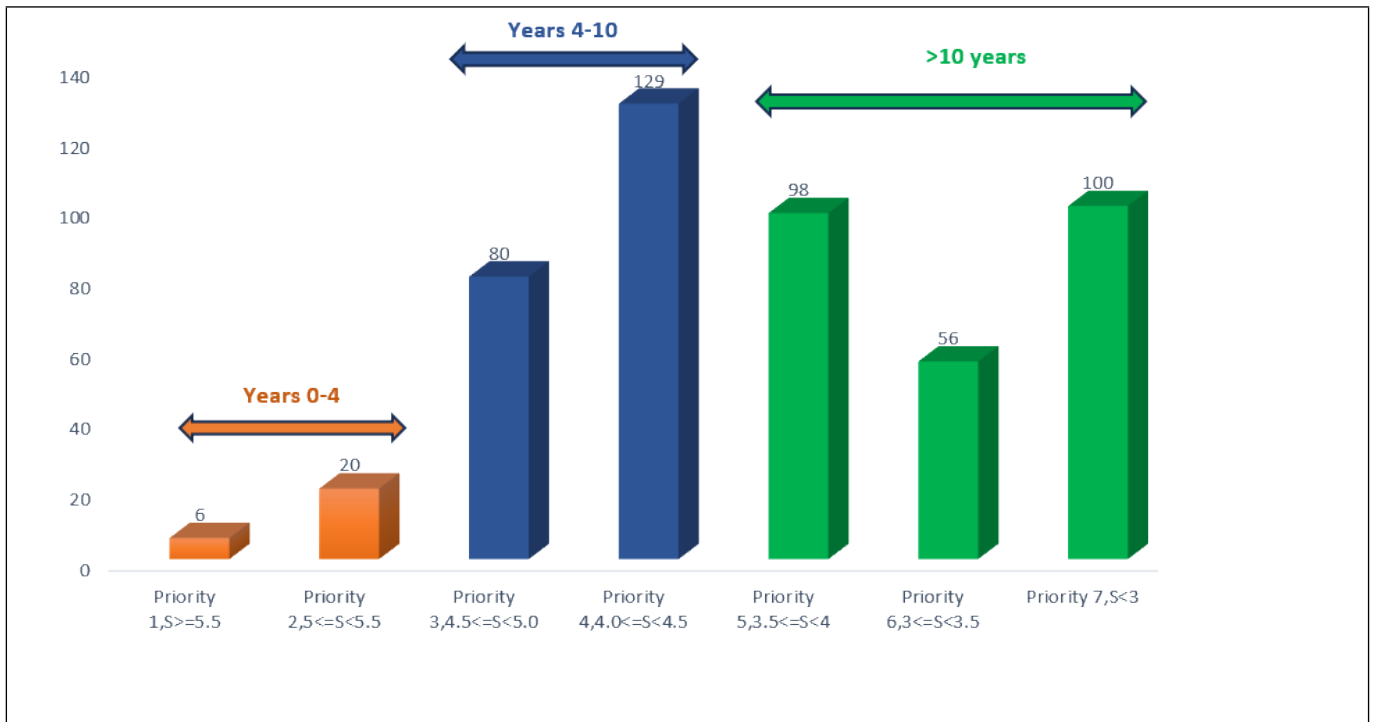
The strategy states that SuDS should be considered in all major and minor developments. Rainwater harvesting is recommended as the first level of the drainage hierarchy and residents are encouraged to consider water butts in single residential properties in new developments or as retrofits. The strategy further emphasises on prioritisation of above ground green infrastructure over underground / attenuation features, specially on major developments with site area greater than a hectare.

In addition, the strategy sets out a long-term programme for delivery of SuDS on highways within the borough. Detailed modelling exercise was undertaken to identify borough-wide SuDS opportunities, including basins and wetlands in the greenspaces, as well as highway SuDS prospects throughout the borough highway network. The modelling identified 38 locations very suitable for large storage features and 507 locations for highway SuDS based on the predicted risk of surface water flooding. These highway SuDS opportunities are presented on [Barnet Highway SuDS opportunity mapping](#).

Furthermore, the 507 highway SuDS opportunities underwent additional prioritization into seven priority bands 1-7 to be progressed further for feasibility analysis and develop a detailed programme for implementation across Barnet highway network. Please refer to the table and figures below.

*Highway SuDS opportunities-priority bands*

TIME FRAME	PRIORITY BAND	WEIGHTED SCORE	No. OF HIGHWAY SuDS OPPORTUNITIES
Years 0-4	1	$S \geq 5.5$	6
	2	$5.0 \leq S < 5.5$	20
Years 4-10	3	$4.5 \leq S < 5.0$	80
	4	$4.0 \leq S < 4.5$	129
>10 years	5	$3.5 \leq S < 4.0$	98
	6	$3 \leq S < 3.5$	56
	7	$S < 3$	100



## 2. Alternative Options Considered and Not Recommended

2.1 No alternative options were considered, as the Council, as a Lead Local Flood Authority, has a statutory responsibility of local flood risk management within the borough including surface water flooding.

## 3. Post Decision Implementation

3.1 Upon Cabinet approval of the recommendation to adopt the SuDS strategy subject to the public consultation, officers will publish the strategy on the Council’s website and the seven priority bands of the highways SuDS opportunities will be progressed into feasibility assessments to be developed further.

## 4. Corporate Priorities, Performance and Other Considerations

### 4.1 Corporate Plan

This strategy aligns with the Barnet Corporate Plan 2023 to 2026, specifically with the strategic objectives within the plan of **Caring for our Places and Caring for the Planet**. The Caring for our Places objective sets out a vision to make neighbourhoods into welcoming hubs for communities to enjoy their unique characteristics.

Encouraging the implementation of SuDS within the borough will help achieve this vision as SuDS can bring unique aesthetic appeal and amenity to urban environments. The Caring for the Planet objective sets the vision to improve the local environment, so that residents can enjoy clean air and waterways as well as reduced flooding from extreme weather. These are goals that can all be achieved through the use of SuDS.

### 4.2 Corporate Performance / Outcome Measures

The proposed SuDS strategy will be published on the Council’s website and the highways SuDS programme will be progressed into further feasibility assessments.

#### 4.3 Sustainability

The SuDS strategy proposes to use sustainable flood risk management practices and Sustainable Drainage Systems (SuDS) aiming to look for opportunities to implement such practices.

#### 4.4 Corporate Parenting

As the SuDS strategy proposes to adopt sustainable and natural approaches to flood risk management and implement schemes of this nature, it tends to provide not only flood risk benefits but wider environmental, health, social and educational benefits. Such schemes, where possible, could be used to have school trips to educate the pupils on flood risk management, water quality, ecology, and biodiversity.

#### 4.5 Risk Management

The Council has an established approach to risk management, which is set out in the Corporate Risk Management Framework. Any individual capital schemes will develop their respective risk registers.

#### 4.6 Insight

Not applicable.

#### 4.7 Social value

The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. This report does not relate to the procurement of service contracts.

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

#### Finance

- 5.1 The strategy itself and the proposed highway SuDS priority bands doesn't pose any immediate capital or revenue financial impacts.
- 5.2 The Council's Community Infrastructure Levy (CIL) - Flooding and Drainage capital funding of £350k has been allocated to progress year 0 opportunities (six in number-included within Priority Band 1) for progressing into feasibility, detailed design and delivery and also undertake feasibility analysis for Year 1 (also included within Priority band 1) opportunities.

#### Potential future financial implications

- 5.3 Beyond Priority Band 1, the detailed programme will be developed and presented in the future for each priority band. Further capital budget and external funding will be sought for to support the implementation of the long-term delivery programme.
- 5.4 The maintenance of these schemes (being put forward as part of highways SuDS programme) may have potential future revenue funding requirements, however the intention is to the ongoing maintenance to a minimum through careful design. The cost of the maintenance of the SuDS scheme, the drainage elements will be adopted by the LBB Highways Service/ LLFA while the planting and general grass cutting, landscaping is envisaged to be undertaken by the Authorities Streetscene service.

#### Resourcing

- 5.5 The workload is currently delivered by the Flood and Water Management within Asset Management team in Highways Service. There is one full time dedicated Lead Local Flood



Authority (LLFA) resource along with a part-time graduate support. Support from resources within wider Asset and Highways team is sought as and when needed.

- 5.6 Two approved permanent full-time positions are currently being recruited to support the LLFA service delivery.

#### **Potential future resource implications**

- 5.7 Additional highways drainage inspectors/front-line staff may potentially need to be recruited for.
- 5.8 The staff in Ground Maintenance team would have to be trained/upskilled for maintaining such schemes although majority of the maintenance can be covered under the existing skill sets. A service level agreement between Highways and Street scene service would have to be established to agree any revenue impacts for undertaking the maintenance of these schemes.
- 5.9 Any resourcing requirements may be supplemented by enactment of Schedule 3. The Schedule 3 implementation would tend to provide new duties to LLFA's. The net additional cost of all new burdens placed on local authorities by central government would be assessed and funded.
- 5.10 Any procurement of services or capital delivery will be undertaken in lines with Barnet's Contract Procedure Rules.
- 5.11 No impact on IT and property matters envisaged.

## **6. Legal Implications and Constitution References**

- 6.1 The Council is identified as Lead Local Flood Authority under Flood and Water Management Act (2010) and Flood Risk Regulations (2009).
- 6.2 Schedule 3 of the Flood and Water Management Act 2010 establishes SABS in Local Authorities.
- 6.3 Schedule 3 will make the incorporation of sustainable drainage systems (SuDS) into new developments mandatory when the legislation is enacted which the Government have advised will be later this year, 2024.
- 6.4 Otherwise, the legal implications are as set out within the context of this report.
- 6.5 Under the Council's Constitution, Part 2D the terms of reference of Cabinet includes the following responsibilities:
- 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;
- and All key decisions
- 6.6 Part 2E of the Council Constitution states that the responsibilities of the Cabinet Member for Environment and Climate Change include; leading on the Sustainability Strategy.

## **7. Consultation**

- 7.1 Due to the technical nature of the document, the SuDS strategy was consulted internally within various Council teams including Planning, Street scene, Highways, Greenspaces, Trees etc. and was presented to the Council Flooding and Drainage Board.
- 7.2 The Council will further hold a public consultation that will follow the Council's usual consultation process.

## **8. Equalities and Diversity**

- 8.1 Currently, the SuDS strategy identifies no foreseeable equality impact but any equalities concerns raised in the consultation referred to at part 7.2 above will be addressed at that time.
- 8.2 The SuDS strategy would have a positive impact for all Barnet communities.

## **9. Background Papers**

- 9.1 [Barnet Local Flood Risk Management Strategy](#)
- 9.2 [The review for implementation of Schedule 3 to The Flood and Water Management Act 2010 \(publishing.service.gov.uk\)](#), January 2023.
- 9.3 [Barnet Highway SuDS opportunity mapping](#)



# Sustainable Drainage Strategy



*Raingarden next to cycle lane and highway. Credit: Meristem Design(left). Visualisation of Halliwick Recreation Ground SuDS scheme in Barnet. Credit: Barnet Council (right)*

## Revision History

Version	Date	Description	Prepared	Approved	LLFA Sign Off
1.1	18/10/2023	First Draft for Client	SG	NJ	RS
2.0	03/11/2023	Second Draft for Client Consultation	ZB	CG	RS
3.0	15/12/2023	Third draft for Cabinet	RS		

# Executive Summary

In January 2023, the Government announced the commencement of enactment of Schedule 3 to The Flood and Water Management Act 2010 in England. When implemented (envisaged to be during 2024), will trigger the enactment of SuDS Approval Body (SAB) within the Council. Barnet SuDS strategy sets out the Councils' long-term vision to encourage the delivery of SuDS throughout the borough, ahead of the implementation of Schedule 3 in England.

Schedule 3 provides a framework for the approval and adoption of drainage systems, by an approving body (SAB), and national standards on the design, construction, operation, and maintenance of SuDS. Also, it makes the right to connect surface water runoff to public sewers conditional upon the drainage system being approved before any construction work can start. It is expected that the SAB will replace the delivery of SuDS through the planning process and will empower LLFA's to ensure that the delivery of SuDS is mandatory in comparison to their current statutory consultee role.

Moreover, the flood risk within Barnet is expected to exacerbate with rapid urbanisation, unprecedented population growth, and evident impacts of climate change. Barnet's need for a robust strategy to manage surface water flood risk and increase the community's flood resilience has never been greater. The Sustainable Drainage (SuDS) strategy aligns with [Barnet Corporate Plan 2023 to 2026](#), [Barnet's Sustainability Strategy](#) and the recently published [Local Flood Risk Management Strategy](#).

The strategy releases technical guidance for delivery of SuDS in the borough and should be used by internal Council teams and developers. Moreover, it sets out a long-term program for delivery of SuDS on Barnet's highway network. These highway SuDS opportunities are presented on this [online map](#).

**The strategy aims to harness Barnet's existing policies and SuDS best practices to set out the long-term vision of implementing SuDS throughout the Borough.**

The strategy (in Section 3) sets out the technical guidance for developers when designing SuDS for the developments and what requirements need to be met at different stages of planning application. The Section 4 of the strategy sets out some of the Barnet specific requirements for the SuDS design, not only for the developers but any internal Council teams like Town Centres and Highways, where SuDS are being proposed. Additionally, it provides advice on how to overcome common constraints to implementing SuDS features in new and retrofit developments. It also includes guidance for SuDS on highways in particular rain garden systems.

SuDS should be considered in all major and minor developments. Rainwater harvesting is recommended as the first level of the drainage hierarchy and residents are encouraged to consider water butts in single residential properties in new developments or as retrofits. The strategy further emphasises on prioritisation of above ground green infrastructure over underground / attenuation features, specially on major developments with site area greater than a hectare.

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# Acronyms and Abbreviations

Abbreviation	Definition
Barnet	London Borough of Barnet
Defra	Department for Environment for Food and Rural Affairs
LBB	London Borough of Barnet
LFRMS	Local Flood Risk Management Strategy
LLFA	Lead Local Flood Authority
LPA	Local Planning Authority
SFRA	Strategic Flood Risk Assessment
SuDS	Sustainable Drainage Systems
SAB	SuDS Approval Body

# 1. Introduction to the Strategy

## 1.1 Purpose of the strategy

This Sustainable Drainage Strategy has been developed by the London Borough of Barnet (LBB) to encourage the delivery of SuDS within public and private developments. Developers should use this document when they are developing drainage strategies for development proposals to ensure that they have sufficiently addressed the Council's relevant planning requirements. The document should also be used by internal Barnet teams carrying out SuDS schemes throughout the borough (e.g., Barnet Town Centre Teams, Highways, etc).

Sustainable drainage systems, or 'SuDS', aim to manage surface water locally (closest to the source where generated) and are a natural alternative to traditional drainage networks like pipes and sewers. They encourage urban greening and the utilisation of more permeable surfaces to:

Reduce the risk of surface water flooding.

Reduce pollution from urban runoff.

Deliver wider benefits such as enhancing biodiversity, improving aesthetics, and creating recreational space.

The strategy aims to release technical guidance for delivery of SuDS in the borough by internal Council teams and developers. Moreover, it sets out a long-term program for delivery of SuDS on Barnet's highway network. This strategy aligns with the [Barnet Corporate Plan 2023 to 2026](#), specifically with the strategic objectives within the plan of Caring for our Places and Caring for the Planet. The Caring for our Places objective sets out a vision to make neighbourhoods into welcoming hubs for communities to enjoy their unique characteristics. Encouraging the implementation of SuDS within the borough will help achieve this vision as SuDS can bring improved aesthetic appeal and amenity to urban environments. The Caring for the Planet objective sets the vision to improve the local environment, so that residents can enjoy cleaner air and waterways as well as reduced flooding and heat stress from extreme weather. These are goals that can all be achieved through the use of SuDS.

Furthermore, the strategy aligns with the [Barnet's Sustainability Strategy](#) by adopting an adaptive approach in-line with a vision to become net zero carbon in Barnet by 2050, and for the Council by 2030. The [Local Flood Risk Management Strategy](#) (LFRMS) also adopts a sustainable adaptive approach to manage flood risk and increase the flood resilience of local communities whilst providing wider environmental, biodiversity, health and social benefits. This sustainable adaptive approach for flood risk management is outlined in further detail in this Sustainable Drainage Strategy, as it provides practical measures to help implement the objectives of the LFRMS.

Climate change is expected to increase the risk of flooding in the future meaning that effective flood mitigation needs to be implemented fast to protect properties. The Sustainable Drainage Strategy recognises this by providing technical guidance that will aid developers and internal Council teams in designing SuDS that consider the effects of climate change, and in delivering SuDS efficiently.

## 1.2 Vision of the strategy

**Barnet Sustainable Drainage strategy aims to harness existing policies and SuDS best practices to set out the long-term vision of implementing SuDS throughout the Borough.**

In addition to their primary aim to reduce flood risk, SuDS will contribute to mitigating against urban heat island effects and improving water quality, biodiversity and amenity in developed areas. SuDS can also be designed to help achieve net zero targets set out by the government and Barnet's Sustainability Strategy.

In January 2023, the Government announced the commencement of enactment of Schedule 3 to The Flood and Water Management Act 2010 in England subject to final decisions on scope, threshold, and process once a full regulatory impact assessment has been consulted which will trigger the enactment of SuDS Approval Body (SAB) within LBB. The SuDS strategy sets out the Councils' long-term vision to encourage the implementation of SuDS throughout the borough, ahead of the implementation of Schedule 3 in England (envisaged to be during 2024). Some of the sections of this strategy will be reviewed once the Schedule 3 enactment is finalised.

## 1.3 Structure of the strategy

Barnet's Sustainable Drainage Strategy is comprised of the following sections:

- 1. Introduction to the Strategy**
- 2. Background of SuDS**
- 3. SuDS Specific Guidance for Developers**
- 4. Barnet Specific Requirements for SuDS Design**
- 5. Common Constraints**
- 6. Guidance for SuDS on Highways**
- 7. SuDS Adoption by the Council**
- 8. Planting of SuDS**
- 9. Maintenance of SuDS**

The strategy sets out the technical guidance and Barnet specific requirements for SuDS design. It provides a summary of the design stages and how they link to the planning process. Additionally, it provides advice on how to overcome common constraints to implementing SuDS features in new and retrofit developments. Section 6 includes guidance for SuDS on highways and also presents the seven priority bands for the long-term delivery of SuDS program on Barnet highways network. Section 7 further presents the high-level principles for SuDS adoption by the Council followed by Sections 8 and 9 which sets out the planting and maintenance requirements for some of the key SuDS features.

## 2. Background of SuDS

Sustainable Drainage Systems (SuDS) are natural approaches to surface water management which provide additional benefits such as water quality, biodiversity, and amenity value. The four key components for SuDS design are summarised in **Error! Reference source not found.**

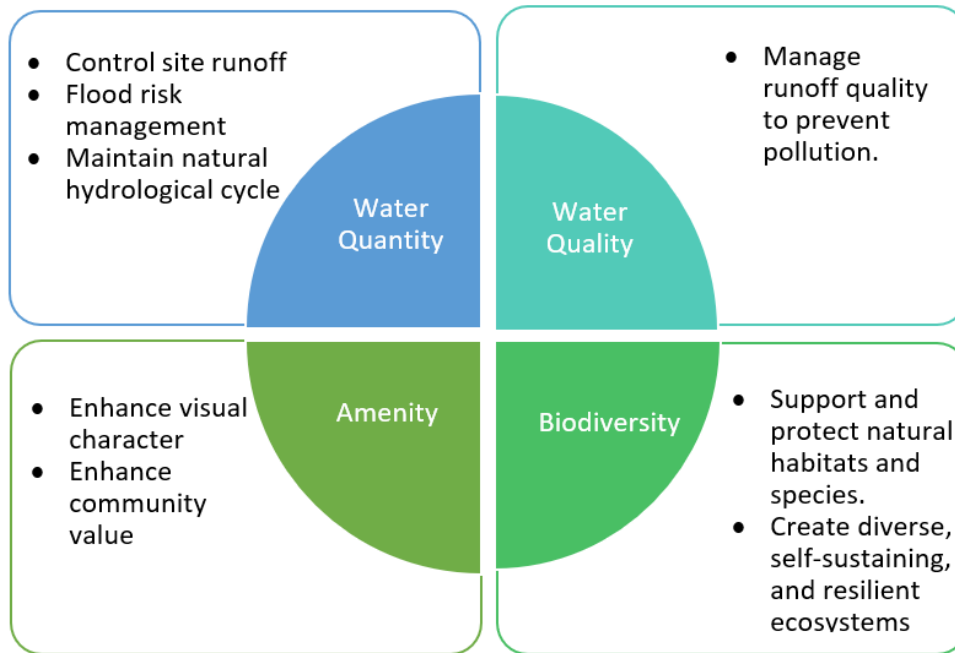


Figure 2-1. The four pillars of SuDS design (adapted from the SuDS Manual).

SuDS work by mimicking natural drainage processes to reduce the quantity of surface water entering the traditional sewer networks and to improve the quality of runoff. Different types of SuDS exist and are often categorised based on the process they employ such as water harvesting (water butts, blue roofs), infiltration (soakaways, infiltration trenches), detention or attenuation (rain gardens, detention basins) and conveyance (swales, conveyance channels). More information on the type of SuDS can be found in Table 2-1.

Table 2-1. Details of various types of SuDS (adopted from information in the CIRIA SuDS Manual, 2015).

SuDS Feature	Description
Rainwater harvesting	The direct capture and storage of rainwater from impermeable surfaces, which can then be treated (when required) and used as a supply of water. The water storage should be placed in a safe, secure location either underground, indoors, on roofs or adjacent to buildings.
Green roofs / walls	Vegetation and/or landscaping that covers building roofs and walls. They can be used on any property size and even on sloping roofs, although this will normally provide less storage.
Blue roofs	Roof design that is explicitly designed to store water. It is key to consider the structural capacity of the roof to deal with the extra loadings and the waterproofing required to protect the building.
Infiltration systems	Infiltration can be used to reduce runoff rates and volumes while supporting baseflow and groundwater recharge processes. The rate of which water

	<p>infiltrates depends on the permeability of the soils. Different types of infiltration systems are listed below:</p> <p>Soakaways - Excavations, filled with material such as gravel that temporarily stores water. Best suited for runoff from small areas such as roofs of residential housing.</p> <p>Infiltration basins - Flat bottomed, shallow landscape depressions that store runoff before infiltration into the subsurface soils. Best suited for runoff from larger areas.</p> <p>Infiltration blankets - Large shallow systems that are typically constructed using permeable aggregate or geocellular units. Often used below car parks, playgrounds, or sport pitches.</p>
Filter strips	Strips of gently sloping grass/dense vegetation designed to drain surface water uniformly, promote infiltration, and filter out particulates. They are ideal for managing runoff from roads because they are linear.
Filter drains	Shallow trenches filled with stone/gravel that create temporary subsurface storage. They are useful in mitigating against groundwater pollution as they help reduce pollutant levels.
Swales	Shallow, flat bottomed, vegetated open channels where runoff water is collected and stored. They are well suited for managing runoff from roads because they are linear. However, they should be incorporated into public open spaces as they tend to demand significant land-take.
Bioretention systems (Rain gardens/tree pits)	<p>Shallow, vegetated depressions that allow runoff to pond temporarily on the surface, before filtering through vegetation and underlying soils. They are often a cost-effective retrofit option, due to their flexibility in size and detailing. The variations are listed below:</p> <p>Rain gardens – System that lies below the level of its surroundings, designed to absorb rainwater that runs off from a surface.</p> <p>Tree pits – Additional trees and shrubs also provide additional benefits such as providing shade and facilitating groundwater recharge because of their more extensive root systems.</p> <p>Bioretention swale/trench – Vegetation located in the base of swales.</p>
Pervious pavements	Allow water to soak into underlying layers whilst also being suitable for pedestrians or vehicles to use. Porous pavements infiltrate water across their entire surface, whilst permeable pavements are formed of a material that is impervious to water but is laid to provide void space through the surface.
Ponds / basins	Depressions used for storing and treating water. Ponds typically have a permanent pool, whereas basins typically only store water for a specified retention time. They should be placed in developments so they are not hidden as they can enhance aesthetics.
Wetlands	Marshy depressions, typically shallower than ponds, covered in aquatic vegetation which attenuates and filters the flow of water. They should be placed in developments so they are not hidden as they can enhance aesthetics.

SuDS can be used for new developments and can also be retrofitted in existing developments. In both cases, considering the potential benefits and opportunities when designing SuDS can help deliver the best results. Successfully designing and incorporating SuDS in developments relies on effective design. The [SuDS Manual \(CIRIA publication C753F\)](#) is widely used for technical advice and guidance on planning, designing, building, and maintaining SuDS.

## 1.4 Applying the drainage hierarchy in Barnet

LBB (as the Lead Local Flood Authority, or LLFA) are statutory consultees on planning applications relating to major development. As part of this responsibility, LBB are required to ensure that SuDS are implemented in accordance with the surface water drainage hierarchy set out in Policy SI 13 (Sustainable drainage) in [The London Plan \(2021\)](#).

The enactment of Schedule 3 of Flood and Water Management Act 2010 is expected to replace the delivery of SuDS through the planning process and will ensure the delivery of SuDS is mandatory via a SuDS Approving Body (SAB), envisaged to be LLFA's.

The aim of the drainage hierarchy is to ensure that surface water runoff is managed as close to its source as possible and in a way which minimises the negative impact of the development on flood risk. Development proposals should prioritise green over grey features and implement drainage options as high up on the hierarchy as reasonably practical. Sufficient justifications must be provided as to why a drainage option cannot be implemented before an option lower on the hierarchy can be considered. Often constraints cited for the non-inclusion of SuDS features are insufficient to demonstrate compliance with the drainage hierarchy. Common constraints and how to overcome them are outline in *Section 5*.

The following list provides guidance on how to follow the drainage hierarchy in Barnet, considering specific factors such as its hydrology, geological, urban setting, and sewer system.

### 1. Rainwater use as a resource (for example rainwater harvesting, blue roofs for irrigation).

Rainwater harvesting is the first level of the drainage hierarchy and should therefore be considered in all planning applications in Barnet. In small-scale developments such as single residential houses where rainwater harvesting systems have been justifiably discounted, water butts should still be considered. Water butts do not necessarily need to be included drainage calculations, but their size and location should be shown in drainage drawings.

### 2. Rainwater infiltration to ground at or close to source.

Barnet is predominantly underlain by the London Clay Bedrock geology, which is generally unsuitable for infiltration. However, there are some areas with superficial permeable deposits where infiltration may be suitable and should be prioritised. Barnet have developed an [Infiltration SuDS suitability map](#) to define areas where infiltration is potentially suitable. In major developments, infiltration tests which conform to BRE 365 standard, or a site-specific physical ground investigation survey should be carried before infiltration drainage can be ruled out. Where infiltration is being proposed, a detailed groundwater investigation is required to confirm that ground conditions are acceptable.

### 3. Rainwater attenuation in green infrastructure features for gradual release (for example green roofs, rain gardens).

Where rainwater cannot be fully managed by either rainwater harvesting or infiltration, attenuation SuDS features should be considered. Above ground green infrastructure

must be prioritised before underground / attenuation features can be considered, specially on major developments with site area greater than a hectare. Barnet strongly discourages the use of underground tanks as attenuation features on sites greater than a hectare. The range of attenuation SuDS options available means it is nearly always possible to incorporate some green measures. Unlike many inner London boroughs, Barnet is not as heavily developed and there are still significant areas of open space, particularly in the north-west of the borough. This provides greater opportunities for larger SuDS features such as wetlands, ponds and basins which have much greater biodiversity and amenity value than grey infrastructure.

#### **4. Rainwater discharge direct to a watercourse (unless not appropriate).**

Development sites located adjacent to any watercourse should drain surface water directly into them, provided it is uncontaminated. SuDS features can remove some pollutants from runoff. However, at sites containing hazardous materials, further pollution prevention and treatment should be used to ensure the surface water is uncontaminated before entering a watercourse.

The primary watercourses in Barnet are Dollis Brook, Pymme's Brook and Silk Stream which drain most of the borough. However, there are several other [main rivers and ordinary watercourses](#) throughout the borough. For discharging into statutory main rivers, consent must be granted by the Environment Agency by applying for an [environmental permit](#).

To discharge into an ordinary watercourse, consent must be granted by LBB by filling out the [Ordinary Watercourse Consent Application Form](#) and emailing it to [fwm@barnet.gov.uk](mailto:fwm@barnet.gov.uk). To determine whether the watercourse is a Main River or an ordinary watercourse, you can view the [Barnet's Flood risk management online mapping tool](#).

Where there is third-party land between the development and a watercourse, it is generally acceptable to discount direct discharge.

#### **5. Controlled rainwater discharge to a surface water sewer or drain.**

The sewer system in Barnet is predominantly served by separated surface water and foul water sewers. Where there is a separate sewer system located near the development, the site must discharge into the surface water sewer. A drainage strategy which proposes discharging surface water into the foul water sewer will not be accepted.

#### **6. Controlled rainwater discharge to a combined sewer.**

This is only acceptable where there is no surface water sewer near the site. There are only a few areas in Barnet where the sewer systems are combined, and this is acceptable. Uncontrolled discharge will not be accepted.

## 3. SuDS Specific Guidance for Developers

### 3.1. Stages of planning

In general, there are five stages of planning applications. Not all stages are required for every development as this will depend on what stage of design the submission is made, the size and type of development, as well as the Local Planning Authorities specific requirements. The five stages are as follows:

- **Pre-application:** A pre-application is not a requirement but can be used to determine whether a project requires planning permission and provides guidance on what will be required at full application stage.
- **Outline Application:** Outline planning applications are used to gain an understanding as to whether the nature of a development is acceptable, this can help ensure viability up front. Specific details are then approved at Reserved Matters.
- **Full Application:** A full planning application is required when making detailed proposals for development. Approval can be granted at this stage but planning conditions are often applied to the planning permission. These are approved at Discharge of Conditions stage.
- **Reserved Matters:** An application for approval of Reserved Matters is only required when the applicant already has outline planning permission for a development. Detailed design can be approved at this stage. If the submission has changed significantly from the outline application, a full application may be required.
- **Discharge of Conditions:** This is required post approval of a full application to discharge conditions imposed on a planning permission.

The level of design required for each stage of planning is outlined in *Table 3-1*.

*Table 3-1. Level of design required at different planning stages.*

	Concept Design	Outline Design	Detailed Design
<b>Pre-application</b>	✓		
<b>Outline Planning</b>	✓	✓	
<b>Full Planning</b>			✓
<b>Reserved Matters</b>			✓
<b>Discharge of Conditions</b>			✓



### 3.2. SuDS specific requirements for developers

Developers are required to meet policy requirements on SuDS. These requirements are addressed in detail in Section 5.3.2 of Barnet's [Local Flood Risk Management Strategy](#) (LFRMS). Developers are required to submit a [Sustainable Drainage Proforma](#) with any planning applications.

It is important to consider Barnet's LFRMS when designing SuDS for the development. **The LFRMS states that developers must ensure the development will not increase the peak runoff rate. Site runoff must be restricted to the greenfield runoff rates for all events from the 1 in 1-year runoff rate up to and including the 1 in 100-year rainfall event plus the effects of [climate change](#).** The LFRMS also requires developers to demonstrate that flooding will not occur up to and including the 1 in 30-year rainfall event in any part of the proposed development. During a 1 in 100-year rainfall event (plus climate change) developers must demonstrate that flooding will not occur in any building (including a basement), utility plant susceptible to water, or on neighbouring sites. Flows from rainfall in excess of the 1 in 100-year rainfall event (plus climate change) should be managed in exceedance routes that minimise the risks to people and property. For more information regarding Barnet's strategic actions for development, see Section D of [the LFRMS Action Plan](#).

Typically, we would expect the Drainage Strategy to include the following but not limited to:

- A fully labelled SuDS network diagram showing, pipes and manholes, SuDS features with reference numbers, etc.
- SuDS design input data and results to support the design.
- Infiltration site investigation results showing that infiltration systems are a feasible method of discharge for this site if SuDS infiltration method is proposed.
- Assessment of the proposed drainage system during the 30-year design rainfall according to Design and Construction Guidance, March 2020.
- Assessment of the attenuation storage volumes to cope with the 100-year rainfall event plus climate change.
- Evidence of Thames Water (Water Company) agreement for discharge to their system (in principle/ consent to discharge) if the proposal includes connecting to a sewer system.
- Evidence of Environment Agency permit or Ordinary Watercourse Consent if discharging to a watercourse.
- Details of overland flood flow routes in the event of system exceedance or failure, with demonstration that such flows can be appropriately managed on site without increasing the flood risk to occupants or neighbouring properties.
- SuDS operation and maintenance plan.
- SuDS detailed design drawings.
- SuDS construction phasing

### 3.3. Concept design

SuDS concept design should set out the surface water management objectives and outline the initial drainage design and layout for the development. The concept design may be submitted at pre-application

consultation and is also necessary for discussions with regulatory bodies, water companies and other stakeholders.

Concept design may involve the following tasks:

- Identify planning and conservation designations.
- Identify discharge constraints.
- Identify the pollution hazard level of the development and the sensitivity of the receiving water.
- Calculate the greenfield runoff rate and set hydraulic performance specifications.
- Identify potential for infiltration to ground.
- Identify any sub catchments and effective point of discharge(s).
- Identify water quality risk management objectives.
- Select the SuDS assets for the management train.
- Calculate Preliminary flow and volume calculations.
- Identify any health and safety risks.

### 3.4. Outline design

Outline design develops on the concept design to meet the requirements of the LPA and LLFA. It may be combined with concept design in pre-application discussions. Alternatively, outline design can be submitted as an outline application before detailed drawings are produced so that the general details of the developments can be agreed on before detailed drawings are produced. If a pre-application was submitted on the concept design, the comments can be addressed at this stage. Where an outline design is submitted, the detailed design is approved at reserved matters.

Outline design may involve the following the tasks:

- Size and refine the design of individual SuDS components.
- Confirm any assumptions from concept design such as infiltration capacities, groundwater levels and existing sewerage infrastructure and capacities, using robust investigation methods.
- Identify sub-catchments and calculate storage volumes.
- Estimate required conveyance and exceedance flow rates and ensure the proposed sediment management and treatment components are adequate.
- Determine any required flow control components.
- Develop health and safety risk assessment and operation and maintenance plan.

### 3.5. Detailed design

The SuDS strategy will be reasonably fixed at this stage. Detailed design is mainly for finalising and testing the scheme. The development and refinement of concept and outline design at detailed design stage will demonstrate that project objectives can be delivered upon, and the detailed design will be approved at 254

full application stage or discharge of conditions or reserved matters, depending upon the specific requirements outlined by the LPA.

Detailed design may involve the following tasks:

- Test the hydraulic performance of the SuDS to demonstrate compliance with the design criteria.
- Refine sizing and flow controls.
- Design specifications for the drainage strategy.
- Finalised Health & Safety and Operation & Maintenance plans.
- Confirm all required discharge consents and permits have been agreed.

### 3.6. Permitted development rights

When a development falls under permitted development rights in accordance with [The Town and Country Planning \(General Permitted Development\) \(England\) Order 2015 \(GPDO\)](#), planning permission is not required. LBB can often deliver SuDS schemes under Schedule 2, Part 13 (Class A or C) of the GPDO and therefore do not require planning approval. However, it is good practice to submit a permitted development note (lawful development certificate) to the Local Planning Authority (LPA) within Barnet to confirm that the development is permitted. For SuDS schemes that fall under permitted development, a SuDS design note may be submitted to the LPA to include the following information:

- Brief site context and description of the proposed SuDS including their location, size and discharge rates.
- Any classification of the development area.
- Volume of excavation.
- Description of why it is considered development rights referring to which Development order and class it falls under.

Most SuDS schemes undertaken by private developers do not fall under permitted development and require planning permission. However, there are Permitted Development Rights for resurfacing gardens with permeable surfaces. This means that you do not need planning permission if a new or replacement driveway of any size uses permeable (or porous) surfacing which allows water to drain through, such as gravel, permeable concrete block paving or porous asphalt, or if the rainwater is directed to a lawn or border to drain naturally. Barnet homeowners and landowners can contribute to the development of SuDS and reduce flood risk through the de-paving of their own driveways and by ensuring that their gardens are not surfaced with impermeable materials, while also preventing the need for planning permission. If the surface to be covered is more than 5m<sup>2</sup>, planning permission will be needed for laying traditional, impermeable driveways that do not control rainwater running off onto roads. Refer to LBB [Design Guidance No.3](#) for more information.

## 4. Barnet Specific Requirements for SuDS Design

Any SuDS feature that is being approved by LBB must be designed in accordance with [the SUDS Manual \(CIRIA publication 753\)](#). Where there are conflicting requirements, this guide shall take precedence.

General requirements which apply to all SuDS features are as follows:

- Flood Estimation Handbook (FEH) design rainfall 2013 method is to be utilised in order to estimate rainfall-runoff.
- The design must be robust and exceedance flow routes must be provided and directed away from any building or other sensitive infrastructure.
- Low flow channels should be designed to carry runoff up to a 1 in 2-year storm.
- SuDS features should be as shallow as possible with gentle side slopes (max 1 in 3). Where spatial constraints prohibit the construction of slopes within the specified gradients, LBB may approve the use of steeper profiles in some areas provided they are adequately designed. The steeper slopes should be limited to less accessible areas of the feature.
- Outlet flow controls design and maintenance must be agreed with LBB prior to construction.
- Designed to be easy to maintain.
- Fencing should be avoided. If fencing is required, it should be visually attractive and should be childproof but not prevent easy access by adults in case of emergencies or for maintenance.
- Planting should be restricted to native non-invasive species found naturally within 30km of Barnet that should naturally regenerate.
- Liners should be avoided except where it is necessary to prevent contamination from known sources of pollution entering the ground. Where a liner is used it should be sufficiently robust to resist puncture and should be covered with a minimum of 300mm depth of mixed topsoil and subsoil including at the edges.
- Vertical head walls, poorly designed rip rap and other visually obtrusive features are not accepted.

### 4.1. Specific Requirements

This section outlines specific design requirements for common SuDS features by LBB as LLFA.

#### 1.4.1 Rain gardens

- The standing water level must not exceed 150mm for any storm event.



- Should be designed to half empty within 20 hours of storm event, and completely dewater within 48 hours.
- The minimum freeboard depth should be 100mm.
- A minimum depth of 300mm of topsoil is recommended for shrubs and herbaceous plants. A shallower depth of 200mm can be considered for rain gardens that will be turfed or seeded with wildflowers.
- The sub-base should be 100-500mm deep.
- Upstand kerb between the carriageway and the rain garden.



Figure 4-1. Photo of a rain garden. Credit: [Meristem Design](#).

#### 1.4.2 Pond / wetlands

- Should be designed to have varying permanent water depths. The maximum depth in most cases is not expected to exceed 1.2 m.
- The water level must not rise more than 500mm during a 1 in 30 year or greater rainfall event.
- A flat area should be provided around pond / wetland, to provide easy access for maintenance. This should be at least 2m wide. There should be access to the feature from a road for small, tracked excavators. If spatial constraints make this unfeasible, then alternative design must be approved by LLB prior to construction.
- Where barrier planting is required, developers must ensure that the planting schedule will provide protection from their establishment. Mature trees may be required, or temporary measures used until the trees reach maturity.
- 150mm of topsoil should be applied to the banks between the permanent water level and the maximum water level and over the wet bench. Topsoil is not to be placed over the subsoil below the permanent water level beyond the wet bench.
- Designs must include interpretation / safety boards, particularly if located in large public open spaces.



Figure 4-2. Photo of a SuDS pond. Credit: [Meristem Design](#).

### 1.4.3 Detention basins

- The water level must not rise more than 1 m during 1 in 30 year or greater rainfall event. It should drain down in a max of 48 hours.
- A flat area should be provided to provide easy access for maintenance. This should be at least 2m wide. There should be access to the feature from a road for small, tracked excavators. If spatial constraints make this unfeasible, then alternative design must be approved by LLB prior to construction.
- Offline dry detention basins are to be avoided as there is a risk, they will accumulate litter.
- In infiltration basins, the base and sides (up to the maximum water level) should be covered with a suitable soil mix that is sufficiently permeable to allow water to soak through.
- Topsoil (min. 150mm thick) should be applied to the banks and base of retention basins up to the maximum water level to aid rapid and permanent establishment of vegetation and so resist erosion of the basin.



Figure 4-3. Photo of a detention basin. Credit: [Susdrain](#).

### 1.4.4 Swales

- The maximum depth of a swale should normally be less than 450mm.
- Gullies should not be used at swale inlets.
- Sufficient crossover points should be provided where appropriate if pedestrians will want to cross the swale.
- Swales must ensure that access to properties via existing vehicle crossovers are not adversely impacted. Refer to LBB [Domestic Vehicle Crossover Policy](#).
- Minimum freeboard of 150mm.
- Minimum base of 0.5m where water treatment is required. May be reduced in constrained sites if adequately designed.
- The water level in a swale should not rise more than 150mm to 300mm during a 1 in 30 year or greater rainfall event (maximum depends on location with the lower depth appropriate in streets).
- Fencing should be avoided except in street situation where some form of fencing or bollards are required to prevent vehicles parking in swales.



Figure 4-4. Photo of a swale. Credit: [Susdrain](#).

### 1.4.5 Inlets, outlets and control features

- Inlets and outlets in the sloping sides of ponds, basins or swales should be chamfered pipes to suit the angle of the slope.

- Control features such as orifices and weirs should be on the surface where possible. Where control structures are below ground, they should be accessible for maintenance from the surface without the need for entry into chambers.
- There should be a safe overflow route around a control feature in case it becomes blocked.
- Control features should be inspected after rainfall events to check for blockages.



## 5. Common Constraints

Barnet requires the inclusion of SuDS in all developments (major and minor) unless a sufficient justification is provided as to why they can't be included. However, justifications that are frequently provided in drainage strategies are often not sufficient to gain approval from the Barnet LLFA and LPA and can be effectively overcome through careful planning, early communication, and appropriate design. This section outlines some of the common constraints cited in development proposals and suggests how to overcome them.

### 5.1. Cost

Cost is rarely accepted as sufficient justification for the non-inclusion of SuDS. There is a lot of evidence to show that SuDS are not any more expensive than traditional drainage and are often cheaper when they are well-designed and considered from the outset of the design process. The Department for Environment Food and Rural Affairs (Defra) has undertaken several comparative studies on the costs and benefits of traditional drainage and SuDS. All sites assessed in this study showed that the inclusion of SuDS was cheaper than a traditional drainage system. More information on these studies can be found on the [Susdrain](#) website. Defra studies have also found that maintenance costs are no higher than conventional drainage features.

Applicants / Developers should consider the cost of SuDS during the design process. Applicants can refer to the Defra [evidence report](#) to get an idea of costs for each feature.

### 5.2. Insufficient demand for harvested rainwater

Limited uses for harvested water are often stated as a reason for not including rainwater harvesting systems. While the demand of water is dependent on the size and use of the development, this reason is often not valid as there is a range of scales which rainwater harvesting systems can be considered.

In large developments, with high water demands such as schools, hospitals and commercial buildings, the large building footprint means there is generally space for rainwater harvesting tanks or blue roofs. The water can be stored and reused for flushing toilets and irrigation systems. Concerns about water discoloration in using recycled water for non-potable purposes are not acceptable as there are rainwater harvesting systems which treat water prior to recycling and educating end users on the importance of rainwater harvesting can harbour their support.

Green-blue roofs can be advantageous in a range of building types as the water can be automatically re-used to support the green roof element and provide additional benefits for the urban heat island effect, biodiversity, and amenity. Concerns about weight capacity limitations and waterproofing often deter developers from utilising these types of SuDS. However, cost-effective solutions can be found by following the same approach used to successively install green-blue roofs in the past. One such example is 160 Old Street. With a city centre location with limited space for other SuDS, a green-blue roof was retrofitted to provide storm water attenuation. Completed in 2018, regular site inspections ensure the structural integrity and waterproofing of the system.

In smaller-scale developments e.g., individual residential homes, where there may not be enough water demand to make large-scale rainwater harvesting viable, rainwater reuse features such as water butts should be considered. Water butts are a simple and cost-effective way to manage surface water and reduce water consumption. Water can be used for gardening, cleaning cars and driveways etc. As water butts only provide small amounts of surface water storage, they do not need to be included in drainage and



storage calculations but should still be included as an additional feature and their location and size should be identified in drainage drawings.

In some cases, the usage for rainwater harvesting may be problematic. For example, it may not be most suitable in apartment buildings where there are ownership issues which makes distribution of water and maintenance costs difficult to share.

### 5.3. Limited space for SuDS

A common reason given for not including above ground SuDS such as basins, swales, wetlands or rain gardens is that there is limited space, or the space is being used for other purposes. These are not generally accepted as justification for not including SuDS, given that space for SuDS can usually be accommodated within existing open space requirements for major developments. SuDS can be multi-functional.

Landscaping areas can be designed as rain gardens, planters, and tree pits, proving a dual function of landscaping and flood mitigation by diverting surface water run-off into these features. Likewise, open space for recreation can be designed as attenuation basins / swales. These can function as open space for most of the year, only filling up during heavy rainfall.

Permeable paving should be included for any hardstanding area such as carparks, driveways etc as it does not affect the function of the surface. There is permeable paving available for a large range of loading capacities so can be used in most development types.

The Council expects to see proposals of open SuDS features specially for development sites greater than 1 ha which can deliver various environmental benefits rather than series of attenuation tanks.

### 5.4. Contaminated soils

As in most of London, most development proposals in Barnet are on brownfield sites. Therefore, the presence of contaminated soils needs to be considered when implementing SuDS. Chapter 8 in the [SuDS Manual](#) outlines many ways to overcome SuDS design challenges when working with contaminated soils.

In most cases of contaminated soils, use of infiltration is not suitable due to the mobilisation of contaminants. However, to sufficiently discount infiltration, results from soil testing should be provided to confirm the presence of contamination. If infiltration is not suitable, then SuDS components should be designed to not allow infiltration. Attenuation SuDS are acceptable in contaminated soils if they are properly designed.

There are any ways to overcome issues with soil contamination in SuDS design, as follows:

- Provide a minimum distance between the maximum likely groundwater table and the base of SuDS. This should be based on a detailed groundwater risk assessment but 1m of unsaturated soil is often sufficient.
- Impermeable barriers (liners) can also be used to prevent contaminated groundwater flowing into the any SuDS component. It is preferable to construct the SuDS component above the groundwater table to minimise the risk of groundwater entering it, rather than relying on a liner.
- Special consideration should be made for the materials used in construction to ensure they are durable in the exposure conditions.

- Well-designed, shallow SuDS can minimise excavation and disposal when compared to piped drainage and deep tanks. They can also reduce the risk of creating preferential pathways for vapour and gas migration via pipes and backfill.
- Consult a geo-environmental professional with experience in contaminated land issues as early as possible in the development planning process.

For more information, see Chapter 8 of the [SuDS Manual](#).

## 5.5. High groundwater

High groundwater is not a prevalent issue in Barnet. However, in areas where there are superficial permeable deposits, particularly along the banks of the River Brent, high groundwater may be encountered. In this case, Infiltration may be suitable if an adequate depth of soils (i.e., greater than 1m) can be achieved between the infiltrating surface and the maximum groundwater level. Shallow infiltration basins or permeable paving should be considered before infiltration is discounted. Where this is not achievable, SuDS features should be designed to not allow infiltration.

Attenuation SuDS can be designed in areas where high groundwater is predicted. However, the base of the attenuation features such be designed above the maximum likely groundwater level to ensure groundwater cannot enter and reduce the storage capacity of the feature. Uplift pressure from high groundwater should also be considered in the design of any attenuation features. Suitable ground investigations such as trial pits or borehole tests must be submitted to confirm high groundwater and justifiably discount infiltration.

It is important to keep storage and conveyance systems above maximum likely groundwater levels, wherever possible. This will avoid difficulties during construction caused by water flows into excavations and will ensure that the hydraulic and treatment capacity of the SuDS component is always retained.

## 5.6. Steep slopes

Barnet has a very varied topography, and some parts of the borough can have steep slopes which can present some challenges for SuDS design. Infiltration is often not suitable in steep slopes due to the risk of water reappearing downslope. However, attenuation features can be implemented by using checked dams or staged storage. Bioretention and wetland features can be easily staggered in a terraced arrangement on slopes.

## 5.7. Utilities

In new developments, SuDS should be an integral part of the development's design and not a final consideration. In this way, utilities should be positioned to avoid SuDS features and therefore should not interfere with their design. In all cases, SuDS designers should work closely with utility owners to avoid expensive and disruptive utility diversions. During initial stages of SuDS design, the team should apply to each utility owner for information on their assets or associated assets. This information should be validated with trial pits before detailed design.

In brownfield sites where existing utilities are being retained, utilities can interfere with SuDS design. Utility companies require access to utilities for maintenance purposes and if SuDS features are constructed over them, there is a risk that the feature will have to be dug up during maintenance with no guarantee that they will be reinstated properly. Using SuDS such as permeable paving and bioretention systems should be avoided in major service strips where the main shallow services are present. However,

compatibility can be achieved by constructing dedicated and well-marked service strips that are designed with access in mind. Surface water and foul sewers are acceptable below permeable pavements.

There are many ways to design SuDS features to around utilities. The size and shape of SuDS features can be altered to avoid utilities. For examples, the [Urban Design London Design Guide](#) shows how rain gardens can be installed where utilities such as electricity, gas and water are located within the proposed construction depth by reducing the depth of the rain garden at the location of the buried services and increasing the depth where there are no services. This minimises digging around services whilst maintaining the desired storage capacity.

Tree pits can also be designed to avoid utilities through tree root management and using root barriers between utility service corridors. The type of root management required will depend on the depth of the utilities on site. Above ground utilities such as bins and lamp posts can be moved to make way for SuDS.

## 5.8. Health and safety

Health and Safety issues are often cited as reason for not implementing SuDS, particularly open water features like detention basins, wetlands, and ponds. While there is always a risk of drowning in any depth of open water, this is no more of a risk associated with SuDS features than any natural water feature.

SuDS features can also be designed to minimise health & safety risks by avoiding fast flowing water or areas that become inundated very quickly with rapid water level rises and steep slopes. Chapter 36 in the SuDS Manual outlines ways to minimise health and safety risks and this include:

- Designing a 'dry bench' before the feature to provide a level surface for an individual to assess the surroundings.
- All slopes (where there is direct access) not greater than 1 in 3, both above and below the water line to allow access for able bodied visitors and maintenance personnel.
- Clear identification of the water edge e.g., using planting or soft or hard edging (where appropriate).
- Avoid fast flowing water or areas that become inundated very quickly with a rapid rise in water level, steep slopes, and high vertical drops.
- Use barriers where necessary. Soft barriers using planting is preferable to deter people away from areas of risk. In some instances, where there are hard features such as culverts etc hard barriers such as fencing may be required.

Therefore, Barnet does not typically accept health and safety issues as a valid justification for not including SuDS in development proposals. When SuDS are properly designed, they can be low risk and are suitable for implementation in most sites regardless of the end-users.

## 6. Guidance for SuDS on Highways

### 6.1. Introduction

Highway SuDS are an environmentally conscious approach to managing surface water runoff from road networks, and are designed to mimic natural drainage processes, promoting flood prevention, water quality improvement, and habitat enhancement. Highway SuDS aim to reduce the impact of urban development on local water systems by incorporating a range of features such as permeable surfaces, rain gardens, swales, attenuation ponds and other types of green infrastructure (see Table 6-1). This approach not only addresses the challenges of stormwater management but also contributes to the overall resilience and ecological health of the surrounding environment, aligning infrastructure development with ecological preservation.

*Table 6-1. Commonly used SuDS for highways.*

SuDS Feature	Description
Filter strips	Strips of gently sloping grass/dense vegetation designed to drain surface water uniformly, promote infiltration, and filter out particulates. They are often used as a pre-treatment component before swales, bioretention systems and trenches.
Filter drains	Shallow trenches filled with stone/gravel that create temporary subsurface storage for the attenuation, conveyance, and filtration of surface water runoff.
Swales	Shallow, flat bottomed, vegetated open channels where runoff water is collected and stored. They can be designed to filter particulates with vegetation and allow infiltration, ground conditions permitting. They can be used to replace conventional pipework as a means of conveying runoff.
Rain gardens	Manage urban stormwater by capturing and absorbing rain, preventing flooding and filtering pollutants with plants and engineered soils, enhancing functionality and aesthetics.
Tree pits	Bioretention systems with enhanced performance achieved through extra planting.
Pervious pavements	Footpaths that allow water to soak into underlying soil/construction. Porous pavements infiltrate water across their entire surface, whilst permeable pavements are formed of a material that is impervious to water but is laid to provide void space through the surface.

### 6.2. General requirements for rain gardens

Barnet is an urban environment where there is a lot of potential for rain gardens. For this reason, this section highlights general requirements for rain gardens in accordance with the [Urban Design London Design Guide](#).

Rain gardens should be located at low points where surface water will flow to. Existing gullies are usually located at local low points, so constructing a rain garden just upstream of the gully or incorporating the gully into the rain garden provides an in-built overflow.

A typical rain garden consists of a freeboard, topsoil and sub-base. The freeboard is an area of potential water storage above the topsoil. Its depth should be 200-300mm from the carriageway / footpath level to the top of the topsoil to encourage water to flow into the rain garden and accommodate silt and leaf-litter accumulation. If the freeboard is too shallow, it will not allow water to flow into the rain garden. The minimum freeboard depth should be 100mm. An erosion pad or a launching apron should be located at the inlets to the rain garden so as to deflect the runoff into the rain garden, accumulate any silt and avoiding the washing away of the soil.

Topsoil usually comprises of a mixture of soil, sand and compost in ratios that dictate the soil permeability. It is common for rain garden topsoil to have high sand content (approximately 50% sand, 30% topsoil and 20% compost) to be suitable for most plants while allowing for faster infiltration. However, note that not all plants cope well in sandy soil conditions. It is recommended to consult with a horticulturist, landscape architect or ground maintenance specialist when deciding on the topsoil and plant species in your rain garden. A minimum depth of 300mm of topsoil is recommended for shrubs and herbaceous plants. A shallower depth of 200mm can be considered for rain gardens that will be turfed or seeded with wildflowers. A layer of mulch should be added to planted rain gardens to help suppress weeds and reduce competition for water and nutrients whilst the planting becomes established.

The sub-base should be 100-500mm deep, depending on the required storage capacity and budget. A deeper sub-base will store more water. In the instance where the sub-soil is free draining, or the catchment area is small, it may be considered appropriate not to include a sub-base.

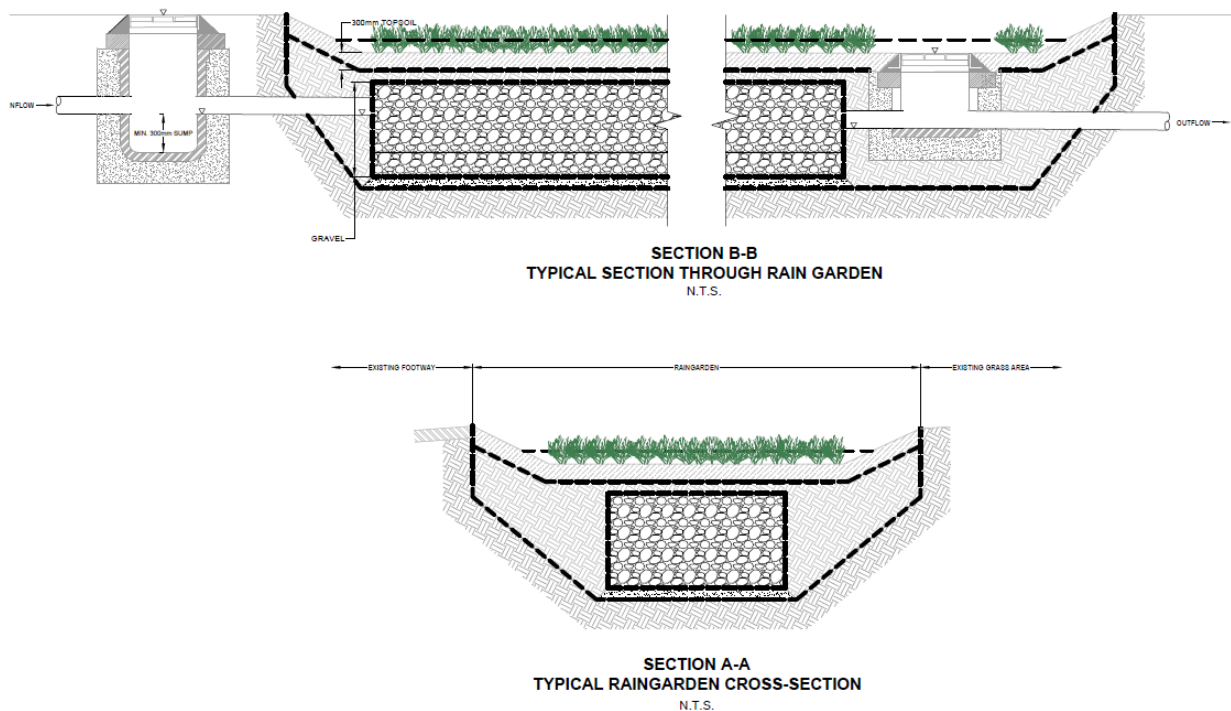


Figure 6-1. Section through and cross-section of a typical rain garden.

### 6.3. SuDS on highways programme

The drafting of this technical guidance aligns with the launch of the Council's comprehensive delivery programme of SuDS on Barnet's highway network. A detailed geographic information system (GIS) modelling exercise was undertaken to identify borough-wide SuDS opportunities, including basins and wetlands in the greenspaces, as well as highway SuDS prospects throughout the borough highway network. The modelling identified 38 locations very suitable for large storage features and 507 locations for highway SuDS based on the predicted risk of surface water flooding for a 1 in 30-year return period, reported flooding, infiltration suitability, and sites of Importance Nature Conservation, among others. These locations are accessible on this [online map](#).

Furthermore, the 507 highway SuDS opportunities underwent additional prioritization into 7 priority bands as below. This was based on three key criteria: Social (deprivation bands), Flooding (suitable area of proposed SuDS opportunities, considering existing critical drainage areas and historical flooding), and Economic (deliverability and opportunities to connect with existing highways, drainage schemes), each weighted at 25%, 50% and 25%, respectively.

The highway opportunities within Priority Bands 1 -7 are detailed in Appendix 2. It must be noted that the prioritisation will be subject to annual monitoring and can change once the program for each priority band is developed in detail.

Table 6-2. Highway SuDS opportunity programme.

TIME FRAME	PRIORITY BAND	No. OF HIGHWAY SuDS OPPORTUNITIES	HIGH LEVEL COST ESTIMATE (m£)
Years 0-4	1	6	1.6
	2	20	4.8
Years 4-10	3	80	13.9
	4	129	13.5
>10 years	5	98	8.1
	6	56	5.2
	7	100	5.4

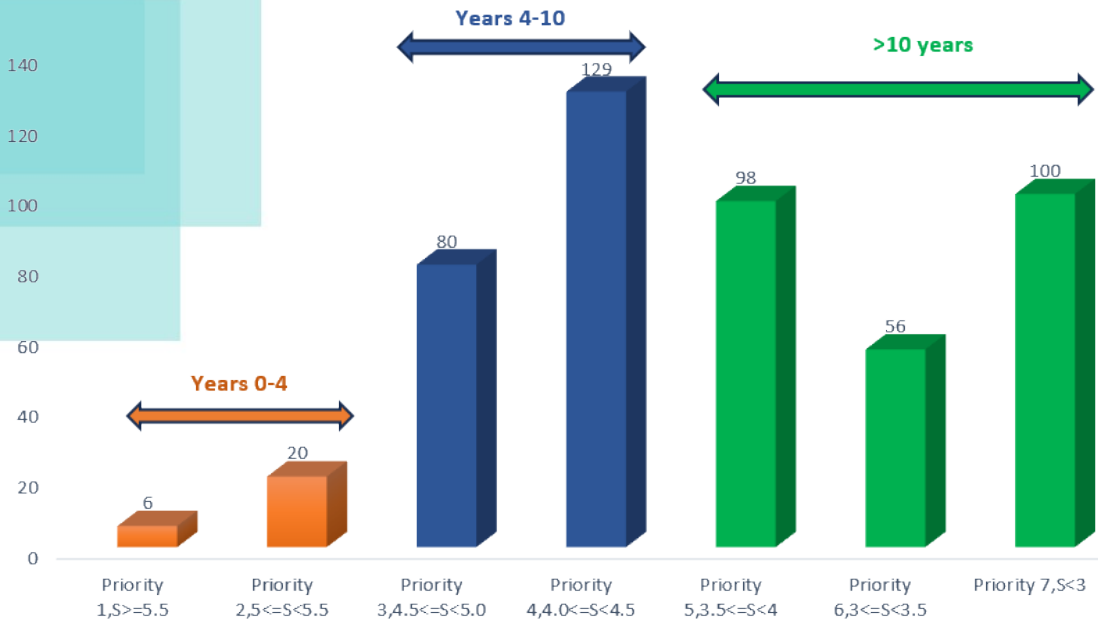


Figure 6-2. Barnet Highway SuDS Prioritisation Programme.



## 7. SuDS Adoption by the Council

SuDS can be retained by a private development and maintained by an accountable management company with a maintenance plan which has been approved by LBB.

For SuDS in open spaces the developers must contact Barnet Parks and Greenspaces team.

LBB as Highways or LLFA would generally adopt SuDS within highway verges, open spaces or adoptable / adopted highways serving more than 50 properties in accordance to with Barnet's [highway adoption policy](#). They must be designed in accordance with this guide, [The SuDS Manual \(CIRIA publication C753\)](#), the [Construction, Design and Management Regulations 2007](#) and where relevant, the [Manual of Contract Documents for Highway Works](#).

Adoption will be made following a legal agreement between LBB and the developer which confirms that all the LBB adoption requirements have been met (See *Section 6.2* and *4.1*) and that construction has been verified (See *Section 7.1*). All adopted SuDS will attract commuted sums. Commuted sums should be charged at 60 years and the maintenance period set at 2 years. This attributes to the cost of the maintenance of the SuDS scheme, the drainage elements will be adopted by the LBB Highways while the planting and general grass cutting will be adopted by the Street Scene Service within the Council.

Before SuDS can be adopted, LBB will require a maintenance period of two year after the completion of the whole development served by the SuDS. During this time, the performance of the SuDS should be monitored, and minor adjustments based on the observed performance should be made, at the expense of the developer. LBB should have the opportunity to comment on proposed changes before any work is undertaken to ensure the validity of the works and the affect upon the suitability for adoption/repercussions for the drainage system as a whole. LBB may wish to extend the maintenance period should remedial/minor adjustments be required. This extension period is to be determined on a case-by-case basis. A review of the performance of SuDS and any changes made to the design should be provided to LBB. At the end of the maintenance period, there will be a final inspection by LBB before adoption can take place. Any accumulated silt should be removed at this time and any areas of erosion or other defects repaired. The planting will also be inspected and should natural regeneration prove unsatisfactory after that maintenance period, supplementary planting shall be undertaken at the developer's expense. LBB reserves the right to decline the adoption of any system that is not designed in accordance with the adoption requirements detailed within this document.

**Note:** *Adoption requirements are subject to change, depending on Schedule 3 of the Flood and Water Management Act (2010) which is likely to be enacted in 2024.*

### 7.1.Verification of construction

LBB will require verification that any SUDS they are to adopt have been constructed in accordance with the agreed design and specification. This will always involve an inspection by LBB during construction (see *Section **Error! Reference source not found.***) and a verification report (see *Section 1.4.7*) provided by the developer and reviewed by LBB.

#### 1.4.6 Construction inspection

- Adoption design plans and specifications must be formally approved in writing by the Barnet Highways/LLFA before construction work begins on site.



- LBB must be given at least two weeks' notice of the construction start date and a programme of works should be provided. LBB should be notified of any changes to the programme.
- LBB Engineers shall be provided with free access at all reasonable times to any part of the SUDS works or other works that may affect the operation of the SUDS.
- During construction, the thickness and type of any material or layer may be inspected. If it has been covered prior to inspection without the appropriate notice, it may be re-opened for inspection and reinstated at the expense of the developer.
- A pre-excitation inspection will be required to ensure construction run-off is being adequately dealt with and will not clog constructed SUDS features or pollute downstream features.

#### 1.4.7 Verification report

A verification report should be provided to LBB for review. This will be reviewed on a site-specific basis but as a minimum, should include:

- Photographs of excavations, confirmation of soil conditions, confirmation of levels, profiles and general earthworks.
- Photographs and full manufacturer's details (if appropriate) of inlets, outlets and any control structures associated with any feature to be adopted.
- Confirmation of topsoil sources with appropriate certificates.
- Full planting list and confirmation of plant sources, planting method statement and initial maintenance regime.
- Confirmation of subsoil and topsoil depths.
- Confirmation of gravel fill specification and sources, installation method statement of filter drains.
- Confirmation of source and test certificates for membrane liners if used. Membranes shall have welded joints and shall be inspected, and the joints tested after installation. Records of the tests shall be provided.
- Photographs of the feature before and after planting.
- Full 'as constructed' drawings and a topographical survey of the 'as constructed' feature.
- Confirmation of initial maintenance regimes.

## 8. Planting of SuDS

Planting within SuDS should prioritise the selection of plants suited to their growing conditions. Aesthetic appeal, judged by the public, is crucial, but it should be harmonised with functional suitability. Preference should be given to locally native species and those benefiting wildlife. However, species selection depends on planting purposes, location, and meeting both council and public expectations.

Generally, the following constraints should be considered (CIRIA, 2015):

- Soil depth in lined systems must be sufficient for plant or tree growth, preventing liner damage.
- Trees should not be planted on water-retaining earth embankments.
- Trees should avoid proximity to inlets, outlets or other drainage structures where their roots may affect their structural integrity.

All plants should be specified in line with BS 3936-1:1992 (British Standards Institution., 1992) and the National Plant Specification (<https://palette.csdhub.com/helpNPS/>), which lists a wide range of species that are commercially available, and the sizes in which they are normally grown.

The key considerations that should be taken into account when selecting the right plants for SuDS are as follows:

- Moisture Regime: Determine the moisture level to select appropriate plants tolerant to the conditions.
- Water Regime: Assess whether the SuDS area is generally damp or wet, considering saturation frequency and average water depth.

Additionally, height, colour and flowering period may also be considered. Taller plants tend to be placed at the centre of the garden while the shorter ones are situated around the edges. Diversify species to create a densely vegetated, stable bed with robust root systems, requiring less maintenance. A typical rain garden may have around 10 species in 2 to 3 clumps per square meter, with the perimeter berm seeded with a wildflower grassland mix (Bray et al., n.d.).



Figure 8-1. Community rain garden planting. A diverse array of plant species is used. Credit: [Meristem Design](#).

## 9. Maintenance of SuDS

The purpose of maintenance interventions is to ensure that those involved in the maintenance and operation of the SuDS system understand its functionality and maintenance requirements to support long-term performance of the SuDS system. This will ensure that the system behaves as it was designed to and meets relevant design criteria.

SuDS can be retained by a private development and maintained by an accountable management company with a maintenance plan which has been approved by LBB. Refer to *Section 7* for further details on maintenance responsibilities.

### 9.1. Maintenance for manholes

According to the CIRIA SuDS Manual and industry knowledge, maintenance for the manholes associated with the SuDS feature will be required every 6 months or after a large storm event. On every maintenance check:

- Check for accumulation of debris and silt and clean as necessary.
- Covers and frames to be checked for damage.
- Exposed concrete and adjacent surfacing are to be checked for cracking and general damage.
- Check the condition of inlet and outlet pipes, flap valves, baffles, etc.

On occasional maintenance checks:

- Clean as necessary.
- All manhole and inspection chamber covers and frames are to be replaced as necessary.
- Repair exposed concrete and surfacing as necessary.
- Repair/rehabilitation of inlets, outlets, overflows, and vents, as required.

### 9.2. Maintenance for rain gardens

According to the CIRIA SuDS Manual and industry knowledge, maintenance for rain gardens will be required every 3 months or after a large storm event. On every maintenance check:

- Inspect infiltration surfaces for silting and ponding, record the de-watering time of the facility, and assess standing water levels in underdrain to determine if maintenance is necessary.
- Assess plants for disease infection, poor growth, invasive species, etc, and replace them as necessary.
- Inspect inlets and outlets for blockage.
- Remove litter, surface debris and weeds.
- Remove sediment, litter, and debris build-up from around the inlet or from forebays.

On occasional maintenance checks:

- Check operation of underdrains by inspection of flows after rain.
- Replace any plants, to maintain planting density.
- Infill any holes or scour in the filter medium and improve erosion protection if required.

- Repair minor accumulation of silt by raking away surface mulch, scarifying surface of medium, and replacing mulch if required.
- Remove silt and replace filter medium and vegetation if required (usually to be needed every 10-15 years).

It is important to consider that plants are likely to require additional watering / maintenance during their establishment period.



Figure 9-1. Design visualisation of a rain garden.

### 9.3. Maintenance for swales / filter strips

According to the CIRIA SuDS Manual and industry knowledge, maintenance for swales / filter strips will be required every month or after a large storm event. On every maintenance check:

- Inspect infiltration surfaces for silting and ponding, record the de-watering time of the facility, and assess standing water levels in underdrain to determine if maintenance is necessary.
- Assess plants for disease infection, poor growth, invasive species, etc, and replace them as necessary.
- Inspect inlets and outlets for blockage.
- Remove litter, surface debris and weeds.
- Remove sediment, litter, and debris build-up from around inlets, outlets and overflows.
- Cut grass to retain grass height within specified design range.
- Check for uneven surfaces.

On occasional maintenance checks:

- Relevel uneven surfaces and reinstate design levels.
- Reseed areas of poor vegetation growth and alter plant types to better suit conditions as necessary.

- Remove build-up of sediment on upstream gravel trench, flow spreader or at top of filter strip.
- Repair erosion or other damage by re-turfing or reseeding.
- Remove and dispose of oils or petrol residues using safe standard practices.
- Repair minor accumulation of silt by raking away surface mulch, scarifying surface of medium, and replacing mulch if required.

It is important to consider that plants are likely to require additional watering/maintenance during their establishment period.

## 10. References

[Barnet Local Flood Risk Management Strategy 2023-29](#)

[Barnet Highway SuDS opportunity mapping](#)

Bray, B., Gedge, D., Grant, G., & Leuthvilay, L. (n.d.). *Rain garden guide*. Retrieved November 18, 2023, from <https://raingardens.info/wp-content/uploads/2012/07/UKRainGarden-Guide.pdf>

British Standards Institution. (1992). *Nursery stock. part 1, Specification for trees and shrubs*. 20.

CIRIA. (2015). *The Suds Manual. 1*, 386–435.

<https://www.ciria.org/ItemDetail?iProductCode=C753F&Category=FREEPUBS>

Kukadia, J., Lunldholm, M., & Russell, I. (2018). *Designing Rain Gardens: A Practical Guide*. Retrieved December 06, 2023, from

<https://www.urbandesignlearning.com/resources/publications/details?recordId=recOcYos3UmeZ9PMw>



# Appendices

## Appendix 1- Barnet highway SuDS Prioritisation Programme

*Excel spreadsheet template with Highway SuDS opportunities and their prioritisation rank.*

## Appendix 2 - Adoption Checklists

A 1. Adoption Checklist for Pond / Wetland. Checklists can be made for all features if required.

Requirements	Details (Developer)	Approved (LBB)
<b>General</b>		
Greenfield runoff rate (1 in 100 +40% CC)	<i>The runoff rate is... This is lower than the greenfield runoff as shown in the calculations provided in Doc XX</i>	✓
Exceedance flow route	<i>The Exceedance flow route is show in drawing XX and is directed north, away from the development...</i>	✓
Low flow channel (1 in 1 year)		
Side slopes (max 1 in 3)		
Outflow control		
Native, non-invasive planting		
Fencing		
Liners		
Headwalls		
<b>Specific</b>		
Max depth? Varied?		
Water level rise (1 in 30-year event)		
2m wide maintenance strip		
Appropriate barrier planting		
Depth of topsoil between max and permanent water level		
Interpretation / safety boards.		
<b>Verification report</b>		
Photographs of excavations	Link to relevant Doc..	
Photographs and full manufacturer's details of inlets, outlets and controls		
Confirmation of topsoil		
Full planting list		
Subsoil depth		
Topsoil depth		
Gravel fill specification and sources		
Source and test certificates for membrane liners		
Photographs of the feature before and after planting		
Full 'as constructed' drawings		
Topographical survey		
Initial maintenance regime		




**Cabinet**

<b>Title</b>	<b>Proposed Barnet Land Drainage Byelaws for Flood Risk Management</b>
<b>Date of meeting</b>	16 January 2024
<b>Report of</b>	Councillor Alan Schneiderman, Cabinet Member for Environment and Climate Change
<b>Wards</b>	ALL
<b>Status</b>	Public
<b>Key</b>	No
<b>Urgent</b>	No
<b>Appendices</b>	Appendix A – Proposed Drainage Byelaws (DEFRA Model as amended)
<b>Lead Officer</b>	Cath Shaw, Deputy Chief Executive <a href="mailto:cath.shaw@barnet.gov.uk">cath.shaw@barnet.gov.uk</a>
<b>Officer Contact Details</b>	Ian Edser, Director of Highways and Transportation <a href="mailto:ian.edser@Barnet.gov.uk">ian.edser@Barnet.gov.uk</a> Ruchi Sayal, Senior Flood Risk Manager <a href="mailto:ruchi.sayal@barnet.gov.uk">ruchi.sayal@barnet.gov.uk</a> Giles Gilbert, HBPL <a href="mailto:giles.gilbert@harrow.gov.uk">giles.gilbert@harrow.gov.uk</a>
<b>Summary</b>	
The London Borough of Barnet (“the Council”) is considering using its powers under the Flood and Water Management Act 2010 to implement local drainage byelaws to assist in reducing flood risk in the Borough of Barnet and in turn, neighbouring boroughs.	

The making of byelaws is a policy matter reserved to full Council in the Council's Constitution as detailed in the Legal Implications section. This report seeks authorisation to commence the process to enable the Council at a future meeting to consider making the proposed byelaws.

The process would, in the main, be a formal consultation exercise. Initial informal approval of the proposed byelaws being required from the Department of Agriculture and Rural Affairs (DEFRA). In addition, Consultation will also be with Natural England and any local navigation authority to make sure that the proposed byelaw does not conflict with any byelaws that they may have in place.

Once the formal stakeholder consultation period has concluded and comments considered and taken on board the Council will then consider whether to make the byelaws.

Once the byelaws are made there will be a further period whereby the public can make comment. The byelaws will be advertised locally, and objections are considered and following which, and depending on the objections received, the byelaws are confirmed.

The primary purpose of these byelaws is to ensure efficient drainage within the Council's area. The principal benefits of making the proposed byelaws are as follows:

- Ensuring the ordinary watercourses are maintained by the Riparian Owners.
- Managing and reducing flood risk.
- Improving water quality.
- Improving biodiversity.
- Ensuring drainage infrastructure will be maintained and adapted over time.
- Improving the quality of life for people by improving the quality of public spaces and the water environment.

## **Recommendations**

### **That Cabinet:**

- 1. Note the proposal to make land drainage byelaws.**
- 2. Approve the commencing of the stakeholder consultation and process as set out in the report.**
- 3. Approve the delegation of authority to the Director of Highways and Transportation, in consultation with the Cabinet Member for Environment and Climate Change to progress the stakeholder consultation process including liaising with the Department of Agriculture and Rural Affairs and other regulatory/statutory bodies and consider making any amendments to the proposed byelaws.**
- 4. Recommend that the Leader is delegated to consider the stakeholder consultation and any amendments to the draft byelaws and to make recommendations to Council whether to adopt the byelaws.**

## 1. Background

- 1.1 The London Borough of Barnet (LBB) is a Lead Local Flood Authority (LLFA) under the Flood and Water Management Act 2010. The LLFA is responsible for managing local flood risks from surface water, groundwater, and ordinary watercourses, collectively known as “local flood risk”.
- 1.2 Main rivers are usually larger rivers and streams, designated as such, and shown on the [Main River Map](#). The Environment Agency carries out maintenance, improvement, or construction work on main rivers to manage flood risk. Other rivers are called ‘ordinary watercourses’. LLFAs carry out flood risk management work on ordinary watercourses.
- 1.3 Land Drainage Act 1991- functions of LLFA’s in relation to land drainage, in particular:
- Section 23 - the Council is responsible for consenting works that propose any changes to the ordinary watercourse and alter or obstruct the flow in the watercourse. Enforcement action to rectify unlawful and damaging work to a watercourse can be taken by the Council.
  - Section 25 - permissive powers to ensure that appropriate maintenance is carried out by landowners on ordinary watercourses. These powers can be exercised if it is deemed that a lack of maintenance or an alteration to a watercourse pose a flood risk.
- 1.4 Section 66 of the Land Drainage Act 1991 allows Local Authorities to make byelaws for securing the efficient working of the drainage system in an area.
- 1.5 The proposed byelaws follow the DEFRA model byelaws; however, the Council has amended these proportionately to reflect current issues identified within the Borough as well as recognising such matters as the Borough not being a coastal authority with a coastline.
- 1.6 The enactment of the byelaws will enable the Council to monitor and enforce the efficiency of flood defences and will provide scope for the Council to work with developers and local communities (including riparian owners) to reduce flood risk now and in the future.
- 1.7 Failure to make the byelaws may make it difficult for the Council to take action to reduce flood risk in some circumstances. The byelaws cannot come into operation until they have been confirmed by the Secretary of State.
- 1.8 To achieve the aims set out in this report, there are a number of stages that must be completed, subject to Cabinet approval, when making the byelaws, which are prescribed by the DEFRA statutory process. These are set out in Section 3 Post Decision Implementation.
- 1.9 Whilst the Council do not have to advise DEFRA about the Council’s changes to the model byelaws, as the Council wishes to amend the byelaws then it would be prudent for the Council in the first instance to send the proposed byelaws to DEFRA with an explanation of why the Council considers any changes are necessary and why the byelaws are needed. This forms part of the proposed consultation process and early engagement with DEFRA can assist advance the process.
- 1.10 The drainage byelaws will support the conservation and enhancement of the area’s local character, biodiversity, and habitats, by contributing to a healthier environment with reduced pollution and contamination in our watercourses.

## 2. Alternative Options Considered and Not Recommended

- 2.1 The Council maintains the status quo in exercising its powers under Land Drainage Act 1991, which has been found not to be as effective and of local relevance as compared to having its own Land drainage byelaws, thus not recommended.

### 3. Post Decision Implementation

The following table sets out next steps. The Process can be further found at:

<https://www.gov.uk/guidance/flood-risk-and-land-drainage-byelaws>

<b>Cabinet</b>	Cabinet considers and makes recommendations for the byelaw process to be started.
<b>Informal check by DEFRA</b>	The proposed draft byelaws are forwarded to DEFRA for informal checking. Here, as the model Byelaws have been amended by the Council there may be some further amendments to the Byelaws and the delegations will enable reasonable and proper amendments to be made. The Council will need to provide an explanation of why they think any changes are necessary and why the byelaws are needed, this is standard procedure.
<b>Formal consultation with stakeholders</b>	Formal consultation takes place with Natural England and other relevant stakeholders such as Local Navigational Authority the Canal and River Trust and any other relevant parties to ensure that the proposed byelaws do not conflict with or interfere with the operation of their byelaws.
<b>Council decides whether or not to make byelaws</b>	Under the Council’s constitution, this decision is reserved to Full Council to make local legislation such as byelaws. The Council considers recommendations made by the Leader, as so delegated at Recommendation 4 of this Report and undertakes the decision whether to formally adopt the byelaws.
<b>Byelaws made and public consultation takes place (1 month)</b>	<p>Once the Council has formally resolved to adopt the byelaws, a statutory process takes place where the byelaws are made, sealed and deposited for one month.</p> <p>As part of this process the Council will:</p> <ul style="list-style-type: none"> <li>• Advertise the proposed byelaws in at least one newspaper in the area affected by your byelaws. The advertising should give everyone an equal opportunity to object to the proposals. The Council should consider other platforms such as its website but should not be used in substitute for the local press.</li> <li>• Leave a copy of the byelaws at the Council’s offices for public inspection for at least one month and provide a copy to anyone who asks for one.</li> </ul>

	<ul style="list-style-type: none"> <li>The Council must tell anyone who objects to the proposals to write with their objections and resolve any objections where possible.</li> </ul>
<b>Byelaws and feedback sent to Secretary of State</b>	<p>The Byelaws cannot come into force until they are confirmed by the Secretary of State.</p> <p>The Council can apply to the Secretary of State for confirmation of the byelaws one month after either of the following:</p> <ul style="list-style-type: none"> <li>the date of publication of the notice.</li> <li>the last date of publication if more than one newspaper is used.</li> </ul> <p>The Council must send 2 sealed copies of the byelaws and with:</p> <ul style="list-style-type: none"> <li>an explanation of why the byelaws are necessary.</li> <li>a statement of where the byelaws were deposited and advertised, with the dates and times.</li> <li>a copy of the newspaper pages and any website pages where the byelaws were advertised, with a statement that the Council made appropriate efforts to reach all affected parties.</li> <li>copies of any objections sent in and any response - if there were none, to include a statement explaining that the Council received no objections.</li> <li>a statement of when the local and other public authorities (Natural England, local navigation authority) were notified.</li> </ul>
<b>Byelaws become effective</b>	<p>Unless otherwise decided, the byelaws will come into operation at the expiration of one month from the day on which they are confirmed by the Secretary of State.</p>

#### **4. Corporate Priorities, Performance and Other Considerations**

##### **4.1 Corporate Plan**

This proposed land drainage byelaws align with Our Plan for Barnet 2023 to 2026, specifically with the strategic objectives within the plan of Caring for our Places and Caring for the Planet. The Caring for our Places objective sets out a vision to make neighbourhoods into welcoming hubs for communities to enjoy their unique characteristics.

##### **4.2 Corporate Performance/Outcome Measures**

The proposed land drainage byelaws will help the Council to exercise its duties as Lead Local Flood Authority (LLFA) defined under Flood and Water Management Act 2010 and in line with Barnet's Local Flood Risk Management Strategy (2023-29).

##### **4.3 Sustainability**

The implementation of the land drainage byelaws should help promote that regular maintenance of the watercourses is undertaken (including riparian owners) on a proactive rather than reactive basis which will help to explore more sustainable approaches to maintenance of the ordinary watercourses.

#### **4.4 Corporate Parenting**

This proposal has no likely impacts on looked-after children or care givers.

#### **4.5 Risk Management**

- The Council has an established approach to risk management, which is set out in the Corporate Risk Management Framework. The decision of implementing the Council's land drainage byelaws will enable the Council to exercise its duties of flood risk management in a more resilient and robust manner.
- Any individual capital or maintenance related schemes that are delivered as a result of the implementation of this decision will develop their respective risk registers.

#### **4.6 Insight**

Not applicable.

#### **4.7 Social Value**

- The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. This report does not relate to the procurement of service contracts.
- This will aid the Council to identify and to manage flood risk across the Borough and would facilitate stronger and more resilient communities and provide additional benefits deriving from ecosystem services, such as for leisure activities and nature protection.

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

5.7 It is not anticipated that there will be any immediate or significant financial or resourcing implications arising from the making of the byelaws. The costs associated with the implementation of local land drainage byelaws are principally administrative, comprising officer time in managing the process (e.g. consultation and liaison, reporting, making, advertising and dealing with objections etc.).

5.8 Where enforcement of the byelaws would require the construction or remediation of drainage infrastructure, the financial implication of this would be with the responsible party/landowner and not the Council (for where otherwise agreed or the law provides otherwise) and the Council would seek payment of its costs where appropriate.

### **6. Legal Implications and Constitution References**

6.1 A Byelaw is a local law which is made by a statutory body, such as a local authority, under an enabling power established by an Act of Parliament and operate to control or regulate activities in certain places. Byelaws will be made under the Flood and Water Management Act 2010, Land Drainage Act 1991 and the Local Government Act 1972 and confirmed by the Secretary of State.

6.2 In 2016 the Byelaws (Alternative Procedure) (England) Regulations 2016, were made on 11 February 2016. These regulations introduced new arrangements for the making and revoking of those byelaws for which the then Department for Communities and Local Government (DCLG) had policy responsibility. These are byelaws that principally relate to the peaceful enjoyment of public spaces such as parks, and the prevention of nuisance behaviour in towns and cities. These new arrangements provided for councils to assume responsibility for these byelaws, which will not be subject to the process as set out in this report. These regulations though do not apply to the proposed drainage byelaws.

6.3 The making of a Byelaw is a function of Council as detailed at part 2A of the Constitution:

*Part: 1.20 making, amending, revoking, re-enacting or adopting by-laws and promoting or opposing the making of local legislation or personal bills.*

6.4 The byelaws will create criminal offences that can be prosecuted in the Magistrates' Courts. Any person who acts in contravention, or fails to comply with the proposed byelaws, will be guilty of a criminal offence punishable in the Magistrate's Court by way of a fine. The new byelaws will assist the Council in meeting its obligations under the Flood and Water Management Act 2010, Land Drainage Act 1991 and Highways Act 1980 and any other relevant legislation concerned with land and highway drainage.

6.5 Under the Council's Constitution, Part 2D, sets out the terms of reference of the Cabinet which includes responsibility 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; and All key decisions

## **7. Consultation**

7.1 The Stakeholder Consultation occurs prior to the making of the byelaws and the public consultation then occurs following the making of the byelaws but prior to the byelaw being confirmed. This consultation is through the advertising of the byelaws in the Council's area and considering any objections.

7.2 Should any objections be received during the public consultation period the Council should respond to the objector in writing explaining why the Council considers the proposed byelaws as justified or advise of any proposed changes. The Council would also invite objectors to consider withdrawing their objections, where possible, to resolve these before sending the final proposed byelaws to the Secretary of State for confirmation.

7.3 Ideally, the Council will resolve any objections and have them withdrawn before the byelaws are submitted to the Secretary of State for formal confirmation. Otherwise, the Secretary of State may take into account relevant objections that have not been withdrawn when determining whether or not to confirm a byelaw. In some cases, the Council may consider that it is appropriate to meet the objectors' concerns by amending the byelaw in question. If such amendments would

lead to significant and substantive change, the Council should then re-advertise the amended byelaws and the affected parties would be able to comment on the proposed changes.

## **8. Equalities and Diversity**

8.1 There are no identified equalities impacts in connection with making the proposed byelaws, which will be subject to stakeholder and public consultation in due course. Any equalities concerns raised as part of the consultation or through an objection can be addressed at that time.

## **9. Background Papers**

- The Land Drainage Act 1991 – <http://www.legislation.gov.uk/ukpga/1991/59>
- The Flood and Water Management Act 2010 – [www.legislation.gov.uk/ukpga/2010/29/contents](http://www.legislation.gov.uk/ukpga/2010/29/contents)
- <https://www.gov.uk/guidance/flood-risk-and-land-drainage-byelaws>
- Local Flood Risk Management Strategy 2023-2029



## Appendix A - Proposed Drainage Byelaws (DEFRA Model as amended)

### LONDON BOROUGH OF BARNET

#### LAND DRAINAGE BYELAWS

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Common  
Seal Penalty  
Note

## LONDON BOROUGH OF BARNET LAND DRAINAGE BYELAWS

The London Borough of Barnet under and by virtue of the powers and authority vested in them by section 66 of the Land Drainage Act 1991, do hereby make the following Byelaws which are considered necessary for [one or more of] the following purposes: -

- a) securing the efficient working of a drainage system in the Council's area,
- b) regulating the effects on the environment in the Council's area of a drainage system,
- c) securing the effectiveness of flood risk management work within the meaning of section 14A of that Act, or
- d) securing the effectiveness of works done in reliance on section 38 or 39 of the Flood and Water Management Act 2010 (incidental flooding),

together, "the Purposes";-

### 1. **Commencement of Byelaws**

These Byelaws shall come into operation at the expiration of one month beginning with the day on which they are confirmed by the Secretary of State.

### 2. **Application of Byelaws**

- (a) These Byelaws shall have effect within the borough.
- (b) the watercourses referred to in these Byelaws are watercourses which are for the time being vested in or under the control of the Council.

### 3. **Control of Introduction of Water and Increase in Flow or Volume of Water**

No person shall, without the previous consent of the Council, for any purpose by means of any channel, siphon, pipeline or sluice or by any other means whatsoever introduce any water into any watercourse in the Borough so as to directly or indirectly increase the flow or volume of water in any watercourse in the Borough

### 4. **Control of Sluices etc**

Any person having control of any sluice, water control structure or appliance for introducing water into any watercourse in the Borough or for controlling or regulating or affecting the flow of water in, into or out of any watercourse shall use and maintain such sluice, water control structure or appliance in accordance with such reasonable directions as may from time to time be given by the Council with a view to securing or furthering one or more of the Purposes.

### 5. **Fishing Nets and Angling**

No person shall angle or set any nets or engines for the catching or keeping of fish in any watercourse in such a manner as to cause damage to or endanger the stability of the bank of the watercourse or to affect or impede the flow of water.

In this Byelaw "nets" includes -

- (a) a stake net, bag net or keep net;
- (b) any net secured by anchors and any net, or other implement for taking fish, fixed to the soil or made stationary in any other way;
- (c) any net placed or suspended in any inland or tidal waters unattended by the owner or a person duly authorised by the owner to use it for fish, and any engine, device, machine or contrivance, whether floating or otherwise, for placing or suspending such a net or maintaining it in working order or making it stationary.

**6. Diversion or Stopping up of Watercourses**

No person shall, without the previous consent of the Council, take any action, or knowingly permit or aid or abet any person to take any action to stop up any watercourse, culvert and any watercourse, or divert or impede or alter the level of or direction of the flow of water in, into or out of any watercourse.

**7. Detrimental Substances not to be Put into Watercourses**

No person shall, so as directly or indirectly to obstruct, impede or interfere with the flow of water in, into or out of any watercourse or so as to damage the bank -

- (a) discharge or put or cause or permit to be discharged or put or negligently or willfully cause or permit to fall into any watercourse through means including but not limited to drain misconnections, any object or matter of any kind whatsoever whether solid or liquid, including but not limited to litter or contaminants.
- (b) allow any such object or matter as is referred to in sub-paragraph (a) of this Byelaw to remain in proximity to any watercourse in such manner as to render the same liable to drift or fall or be carried into any watercourse.

Provided that nothing in this Byelaw shall be deemed to render unlawful the growing or harvesting of crops in accordance with normal agricultural practice.

**8. Lighting of Fires**

No person shall light or cause or permit to be lighted or commit any action liable to cause to be lighted any fire on any land adjoining the watercourse where such action is liable to set on fire the peat land forming the banks of the watercourse or any vegetation including trees growing on land forming the banks of the watercourse.

**9. Notice to Cut Vegetation**

Any person having control of any watercourse shall, upon the receipt of a notice served on him by the Council requiring him so to do, cut down and keep cut down all vegetation, including trees, growing in or on the bank of a watercourse, within such reasonable time as may be specified in the notice, and shall remove such vegetation, including trees, from the watercourse immediately after the cutting thereof.

Provided that, where a hedge is growing on the bank of a watercourse, nothing in this Byelaw shall require more than the pruning of the hedge so as to prevent it from growing

over or into the watercourse, and the removal of the resultant cuttings.

**10. Notice to Maintain Watercourse Assets**

Any person having control of any watercourse shall, upon the receipt of a notice served on him by the Council requiring him so to do, clear any form of litter and refuse that may have collected upon trash screens or assets in watercourses situated within their property boundary.

**11. No Obstructions to Flow within the Watercourse**

No person shall put, or cause or permit to be put, or willfully or negligently cause or permit to fall, into the river any tree or trunk or branch or part of a tree or any timber, willows, shrubs, weeds, grasses, stones, earth, mud, ashes, dirt, soil, litter and refuse, or any object or matter of any kind whatsoever so as to impede the flow of water in, into or out of the river.

**12. No Obstructions within 5 Metres of the Edge of the Watercourse**

No person without the previous consent of the Council shall erect or construct any building or structure, whether temporary or permanent, or plant any tree, shrub, willow or other similar growth in or over a watercourse or any land within 5 meters of the landward toe of the bank where there is an embankment or wall or within 5 meters of the top of the batter where there is no embankment or wall, or where the watercourse is enclosed within 5 metres of the enclosing structure.

**13. No Alterations to Surface Permeability within 5 Metres of the Edge of the Watercourse.**

Unless operating within permitted development rights under the Town and Country Planning Act (2015), no person shall, without the previous consent of the Council, temporarily or permanently increase the area covered by hard surfaces within 5 metres of the edge of the watercourse unless they ensure that this hard surface area is made of porous materials or provisions are made to direct surface runoff away from the hard surface towards a permeable or porous area within the site boundaries.

**14. Repairs to Buildings**

The owner of any building or structure in or over a watercourse or on the banks thereof shall, upon receipt of a notice from the Council that because of its state of disrepair -

- (a) the building or structure is causing or is in imminent danger of causing an obstruction to the flow of the watercourse;
- (b) the building or structure is causing or is in imminent danger of causing damage to the bank of the watercourse,

carry out such reasonable and practicable works as are specified in the notice for the purpose of remedying or preventing the obstruction or damage as the case may be within such reasonable time as is specified in the notice.

**15. Control of Vermin**

The occupier of any bank of a watercourse or any part thereof shall, upon being required

by the Council by notice, within such reasonable time as may therein be specified, take such steps as are specified in the notice, being such steps as the Council consider necessary and practicable for preventing the bank from becoming infested by rabbits, rats, coypu, foxes and moles or any other wild mammal not being an animal listed in Schedule 5 or Schedule 6 to the Wildlife and Countryside Act 1981, but excluding the water vole from such control.

16. **Damage by Animals to Banks**

All persons using or causing or permitting to be used any bank of any watercourse for the purpose of grazing or keeping any animal thereon shall take such steps including fencing as are necessary and reasonably practicable and shall comply with such reasonable directions as may from time to time be given by the Council to prevent the bank or the channel of the watercourse from being damaged by such use.

Provided that nothing in this Byelaw shall be deemed to affect or prevent the use of, for the purpose of enabling animals to drink at it, any place made or to be made or constructed as approved by the Council.

17. **Vehicles not to be Driven on Banks**

No person shall use or drive or permit or cause to be used or driven any cart, vehicle or implement of any kind whatsoever on, over or along any bank of a watercourse in such manner as to cause damage to such bank.

18. **Banks not to be Used for Storage**

No person shall use or cause or permit to be used any bank of any watercourse for the purpose of depositing or stacking or storing or keeping any rubbish or goods or any material or things thereon in such a manner as by reason of the weight, volume or nature of such rubbish, goods, material or things causes or is likely to cause damage to or endanger the stability of the bank or channel of the watercourse or interfere with the operations or access of the Council or the right of the Council to deposit spoil on the bank of the watercourse.

19. **Not to Dredge or Raise Gravel, Sand etc**

No person shall without the previous consent of the Council dredge or raise or take or cause or permit to be dredged or raised or taken any gravel, sand, ballast, clay or other material from the bed or bank of any watercourse.

20. **Fences, Excavations, Pipes etc**

No person shall without the previous consent of the Council -

- (a) place or affix or cause or permit to be placed or affixed any gas or water main or any pipe or appliance whatsoever or any electrical main or cable or wire in, under or over any watercourse or in, over or through any bank of any watercourse;
- (b) cut, pare, damage or remove or cause or permit to be cut, pared, damaged or removed any turf forming part of any bank of any watercourse, or dig for or remove or cause or permit to be dug for or removed any stone, gravel, clay, earth, timber or other material whatsoever forming part of any bank of any watercourse

- or do or cause or permit to be done anything in, to or upon such bank or any land adjoining such bank of such a nature as to cause damage to or endanger the stability of the bank;
- (c) make or cut or cause or permit to be made or cut any excavation or any tunnel or any drain, culvert or other passage for water in, into or out of any watercourse or in or through any bank of any watercourse;
  - (d) erect or construct or cause or permit to be erected or constructed any fence, post, pylon, wall, jetty, bridge, loading stage, piling, groyne, revetment or any other building or structure whatsoever in, over or across any watercourse or in or on any bank thereof;
  - (e) place or fix or cause or permit to be placed or fixed any engine or mechanical contrivance whatsoever in, under or over any watercourse or in, over or on any bank of any watercourse in such a manner or for such length of time as to cause damage to the watercourse or banks thereof or obstruct the flow of water in, into or out of such watercourse.

Provided that this Byelaw shall not apply to any temporary work executed in an emergency but a person executing any work so excepted shall, as soon as practicable, inform the Council in writing of the execution and of the circumstances in which it was executed and comply with any reasonable directions the Council may give with regard thereto.

**21. Interference with Sluices**

No person shall without lawful authority interfere with any sluice, or other water control structure or appliance for controlling or regulating the flow of water in, into or out of a watercourse.

**22. Interference with Banks, Bridges, Flood Protection Structures etc.**

No person shall interfere with, remove, or in any way damage, any bank, bridge, building, drainage works, flood protection works, river control work, any structure or appliance, or any other thing whatsoever which is the property of or vested in the Council.

**23. Interference with Flood Warning Systems**

No person shall interfere with or cause damage to any flood warning system established and maintained by the Council or any party acting as agent or at the request, control or authorised by the Council.

So long as none of the waterways are controlled to any extent by another party.

**24. Damage to Property of the Council**

No person shall interfere with or damage any bank, bridge, building, structure, appliance or other property of or under the control of the Council.

**25. Defacement of Notice Boards**

No person shall deface or remove any notice Board, notice or placard put up by the Council.

**26. Obstruction of the Council and Officers**

No person shall obstruct or interfere with any member, officer, agent or servant of the Council exercising any of his functions under the Act or these Byelaws.

**27. Savings for Other Bodies**

Nothing in these Byelaws shall -

- (a) conflict with or interfere with the operation of any Byelaw made by the Environment Agency or any navigation or conservancy authority but no person shall be liable to more than one penalty or in the case of a continuing offence more than one daily penalty in respect of the same offence;
- (b) restrict, prevent, interfere with or prejudice the exercise of any statutory rights or powers which are now or hereafter may be vested in or exercised by -
  - (i) any public utility undertaking carried on by a local authority under any Act or under any Order having the force of an Act;
  - (ii) the undertakings of the Environment Agency and of any water undertaker or sewerage undertaker;
  - (iii) any public gas transporter within the meaning of part I of the Gas Act 1986;
  - (iv) any navigation or conservancy authority;
  - (v) any person who acts as the operator of a relevant railway asset, with respect to the construction, use or maintenance and repair of any such asset, or the free, uninterrupted and safe use of any such asset and the traffic (including passengers) thereof;
  - (vi) any local authority;
  - (vii) any highway authority for the purposes of the Highways Act 1980 (as amended by any subsequent enactment) in relation to any highway whether or not maintainable at public expense;
  - (viii) any undertaking engaged in the operation of a telecommunications system;
  - (ix) a relevant airport operator within the meaning of Part V of the Airports Act 1986;
  - (x) the Civil Aviation Authority and any subsidiary thereof;
  - (xi) the Canal and River Trust;

- (xii) the Coal Authority;
- (c) restrict, prevent, interfere with or prejudice any right of a highway authority to introduce into any watercourse surface water from a highway, for which it is the highway authority;
- (d) restrict, prevent, interfere with or prejudice any right of a licence holder within the meaning of Part I of the Electricity Act 1989 to do anything authorised by that licence or anything reasonably necessary for that purpose;
- (e) affect any liability arising otherwise than under or by reason of these Byelaws.

**28. Saving for Crown Lands**

- (a) Nothing in these Byelaws shall operate to prevent the removal of any substance on, in or under (or the erection of any structure, building or machinery or any cable, wire or pipe on, over or under) lands belonging to His Majesty in right of the Crown by any person thereunto authorised by the Crown Estate Commissioners.

**29. Arbitration**

- (a) Where by or under any of these Byelaws any person is required by a notice in writing given by the Council to do any work to the satisfaction of the Council or to comply with any directions of the Council, he may within 21 days after the service of such notice on him give to the Council a counter-notice in writing objecting to either the reasonableness of or the necessity for such requirement or directions, and in default of agreement between such person and the Council the dispute shall, when the person upon whom such notice was served is a drainage or local authority be referred to the Secretary of State whose decision shall be final, and in any other case shall be referred to the arbitration of a single arbitrator to be appointed in default of agreement by the President of the Institution of Civil Engineers on the application of either party. Where such a counter-notice has been given to the Council the operation of the notice shall be suspended until either agreement has been reached or the dispute has been determined by arbitration in accordance with the provisions of this Byelaw;
- (b) where by or under these Byelaws any person is required by a notice in writing given by the Council to do any work to the satisfaction of the Council or to comply with any directions of the Council and any dispute subsequently arises as to whether such work has been executed or such directions have been complied with, such dispute if it arises between a drainage authority or local authority and the Council shall be referred to the Secretary of State whose decision shall be final, and in any other case shall be referred to the arbitration of a single arbitrator to be appointed in default of agreement by the President of the Institution of Civil Engineers on the application of either party;
- (c) where by or under Byelaws 3, 6, 12, 19 or 20 any person is required to refrain from doing any act without the consent of the Council such consent shall not be unreasonably withheld and may be either unconditional or subject to such reasonable conditions as the Council may consider appropriate and where any



dispute arises as to whether in such a case the consent of the Council is being unreasonably withheld, or as to whether any conditions subject to which consent is granted are unreasonable, such dispute shall if it arises between a drainage authority or local authority and the Council be referred to the Secretary of State whose decision shall be final, and in any other case such dispute shall be referred to the arbitration of a single arbitrator to be appointed in default of agreement by the President of the Institution of Civil Engineers on the application of either party.

**30. Notices**

Notices and any other documents required or authorised to be served or given under or by virtue of these byelaws shall be served or given in the manner prescribed by section 71 of the Act.

**31. Limitation**

(a) Nothing in these Byelaws shall authorise the Council to require any person to do any act, the doing of which is not necessary for securing the efficient working of the drainage system within the London Borough of Barnet to ensure the effectiveness of flood risk management or mitigating any damage resulting from flooding.

(b) If any conflict arises between these Byelaws and

(i) The Land Drainage Act 1991 (which relates to the Council's duties with respect to the environment), or

(ii) the Conservation of Habitats and Species Regulations 2010 (SI 2010/490)

the said Act and the said Regulations shall prevail.

**32. Interpretation**

In these Byelaws, unless the context otherwise requires, the following expressions shall have the meaning hereby respectively assigned to them, that is to say:-

“the Act” means the Land Drainage Act 1991;

“Animal” includes any horse, cattle, sheep, deer, goat, swine, goose or poultry;

“Bank” includes any bank, cross bank, wall or embankment adjoining or confining or constructed for the purpose of or in connection with any watercourse and includes all land between the bank and the low water mark or level of the water in the watercourse as the case may be and where there is no such bank, cross bank, wall or embankment includes the top edge of the batter enclosing the watercourse;

“Borough” means the area under the jurisdiction of the Council;

“Consent of the Council” means the consent of the Council in writing signed by a proper officer of the Council;

“Council” means the London Borough of Barnet Council;

“Litter and Refuse” as defined in the Code of Practice on Litter and Refuse April 2006, modified September 2019.

“Occupier” means in the case of land not occupied by any tenant or other person the person entitled to the occupation thereof;

“Owner” includes the person defined as such in the Public Health Act

1936; "Relevant railway asset" means

(a) a network, operated by an “approved operator” within the meaning of section 25 of the Planning Act 2008,

(b) a station which is operated in connection with the provision of railway services on such a network, or

(c) a light maintenance depot.

Expressions used in this definition and in the Railways Act 1993 have the same meaning in this definition as they have in that Act and a network such as is described in (a) above shall not cease to be such a network where it is modified by virtue of having any network added to it or removed from it.

“The Secretary of State” means the Secretary of State for the Department for Environment, Food and Rural Affairs;

“Vegetation” means trees, willows, shrubs, weeds, grasses, reeds, rushes, or other vegetable growths;

“Water control structure” means a structure or appliance for introducing water into any watercourse and for controlling or regulating or affecting flow, and includes any sluice, slacker, floodgate, lock, weir, dam, pump, or pumping machinery; and other expressions shall have the same meanings as in the Act.

The Common Seal of  
the London Borough of Barnet  
was hereunto affixed in the  
presence of two of the following  
pursuant to Part 2F of the

Council's constitution:

The Chief Executive

Executive Director Assurance

Monitoring Officer

Head of Governance

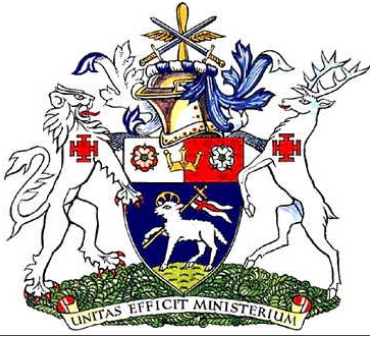
Another officer authorised in writing by any of the above.



**PENALTY NOTE**

By section 66(6) of the Act every person who acts in contravention of or fails to comply with any of the foregoing Byelaws is liable on summary conviction in respect of each offence to a fine not exceeding the amount prescribed from time to time for level 5 on the standard scale referred to in section 37 of the Criminal Justice Act 1982 and a further fine not exceeding Forty pounds for every day on which the contravention or failure is continued after conviction. By section 66(7) of the Act if any person acts in contravention of or fails to comply with any of these Byelaws the Council may without prejudice to any proceedings under section 66(6) of the Act take such action as may be necessary to remedy the effect of the contravention or failure and may recover the expenses reasonably incurred by it in doing so from the person in default.

(N.B. This note may accompany the Byelaws, but is not part of them)



## Cabinet

AGENDA ITEM 18

<b>Title</b>	<b>Oak Hill Bowls Club – Lease Renewal</b>
<b>Date of meeting</b>	16 <sup>th</sup> January 2024
<b>Report of</b>	Councillor Barry Rawlings – Leader of the Council and Cabinet Member for Resources & Effective Council
<b>Wards</b>	Brunswick Park
<b>Status</b>	Public
<b>Key</b>	Key
<b>Urgent</b>	No
<b>Appendices</b>	Appendix A – proposed Heads of terms for a new lease of the Oak Hill Bowls Club.
<b>Lead Officer</b>	Sal Waheed - Head of Property and Portfolio Management Sal.Waheed@Barnet.gov.uk
<b>Officer Contact Details</b>	Robert Braham – Head of Property Services and Valuations <a href="mailto:robert.braham@barnet.gov.uk">robert.braham@barnet.gov.uk</a>

### Summary

In 2017, the Environment and Climate Change Committee resolved to divest the Council from the responsibility of maintaining the grounds and buildings of bowls clubs in the Borough in the context that bowls clubs served an important social function in the borough as well as contributing to the delivery of the health improvement agenda, both physically and psychologically.

As a result, new leases were granted to a number of bowls clubs at nominal annual rents. Although the Oak Hill Bowls Club was referred to in the report, which was approved by the Committee, the wording of the report and the minutes were ambiguous in respect of the annual rent for the Oak Hill Bowls Club. This paper seeks to remedy that situation in order that a new lease can be granted to the bowls Club on terms understood to have been agreed in 2017.

### Recommendations

1. That a lease be granted to the Oak Hill Bowls Club for a term of 25 years at a peppercorn rent, subject to the Club taking full responsibility for all maintenance and repair of the club house, pavilion, and bowls greens, together with all and any ancillary land and buildings on the site.
2. That Cabinet approves granting of the aforementioned lease as being the intention of the Environment and Climate Change Committee when it met in January 2017.
3. That Cabinet delegate authority to the Chief Officer, Head of Property and Portfolio Management, to (1) advertise the proposed lease if required under section 123 Local Government Act 1972 and take into account any responses received and (2) finalise the lease terms and instruct the Council's legal advisors, having taken advice, to prepare the necessary documentation to put the proposed lease into effect.

## 1. Reasons for the Recommendations

- 1.1 At the time this matter was considered by the Environment and Climate Change Committee in 2017, the net cost of maintaining bowls clubs across the Borough stood at some £110,000 annually. This deficit was despite annual rentals being collected due to the low rental value of bowls clubs.
- 1.2 Over time, the club houses, and pavilions across the portfolio of bowls clubs had deteriorated and the cost of renovation would have been prohibitive for the Council.
- 1.3 Negotiations had taken place with each bowls club and terms had been agreed, in principle and subject to contract, to grant long leases (25 years) at negligible or peppercorn rates in return for the clubs taking responsibility for all maintenance and repair.
- 1.4 These arrangements would, however, put the Council in a position of agreeing terms that were 'Less Than Best Value' when looked at without the context of the neglected condition of the bowls club portfolio. That would be in contravention of s123 of the Local Government Act 1972 unless the letting were in accordance with the consent of the Secretary of State. Under the Council's constitution (then), a Committee approval was required in order that the Council could agree to enter into the proposed terms, including rent less than best consideration, in light of the physical condition of the buildings in the portfolio at that time.
- 1.5 The minutes of the Committee meeting, held on 11<sup>th</sup> January 2017, are ambiguous when referring to the Oak Hill Bowls Club and the Council's legal advisors have determined that, accordingly, Committee approval, and therefore authority, to let at less than best consideration had not been granted.
- 1.6 This paper seeks Cabinet's approval to delegate authority to the Chief Officer, Head of Property and Portfolio Management, to grant a lease on the proposed terms to the Oak Hill Bowls Club, accepting that the terms are less than best value but that they are justified due to the physical condition of the buildings on the site and the annual cost of maintaining them that would otherwise fall to the Council.

## 2. Alternative Options Considered and Not Recommended

- 2.1 **Do Nothing** – The Council would be legally bound to offer a new lease on similar terms to the previous lease. This would result in the Council facing a significant annual cost to maintain and repair the club house and pavilion, along with the bowls green, a cost which an annual rental would not cover.

## 3. Post Decision Implementation

- 3.1 The Council's legal advisors will be instructed to prepare documentation to enable a new lease to be granted to the Oak Hill Bowls Club on substantially the terms set out in Appendix C to this report with such variations as the said Chief Officer may consider appropriate, and to advise whether there is any issue related to subsidy control.

#### **4. Corporate Priorities, Performance and Other Considerations**

##### **Corporate Plan**

##### **Being an Engaged and Effective Council**

- 4.1 This decision will continue the Council's support of bowls clubs within the Borough and reinforcing their commitment to the social, physical, and psychological benefit they bring the community in line with the Council Corporate Plan priorities, Barnet 2023-2026.

##### **Corporate Performance / Outcome Measures**

- 4.2 An annual saving against maintenance and repair costs will be assured.

##### **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.

##### **Insight**

- 4.6 The council has previously granted similar leases to bowls clubs within the Borough in accordance with the decision taken by the Environment and Climate Change Committee in January 2017.

##### **Social Value**

- 4.7 This decision will be consistent in contributing to the delivery of the health improvement agenda, both physically and psychologically.

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

- 5.1 This decision will contribute to the annual savings created by the Environment and Climate Change Committee's decision taken in January 2017.
- 5.2 Subsidy control rules, referred to in section 6.3 of this paper, require that any effective subsidy should not exceed £315,000 in any three-year period. If this particular bowls club was taken in isolation, applying the CPI to the rent at the date it was last set under the existing lease, the current rental value would be £10,665 per annum, which would be less than the cost of maintaining the bowling greens at this site.

#### **6. Legal Implications and Constitution References**

- 6.1 The Council may dispose of its property under Section 123 of the Local Government Act 1972. Except with the consent of the Secretary of State and for certain short leases, this shall not be otherwise than for the best consideration reasonably obtainable. A General Consent issued by the Secretary of State in 2003 gives consent to disposal for less than best consideration where the value foregone is less than £2 million and the disposition will be for the economic,

environmental, or social wellbeing of residents of the borough. It is considered by the Council that the proposed lease falls within the General Consent.

6.2 Under Section 123 of the Local Government Act 1972 the Council is required to advertise the letting of public open space for two consecutive weeks in a local newspaper and to take account of any comments received in response before proceeding.

6.3 A lease for less than best consideration may contravene subsidy control rules in some cases. The Council must scrutinise whether that would be the case here before entering into the lease or further addressing any requirements.

The purpose of the legal framework around subsidy control is to:

- ensure that public funds do not go into private pockets.
- ensure that private businesses and individuals are not subsidised from public funds or that they do not gain undue advantage.
- ensure that a transaction between a public authority and a private business does not violate competition.

The proposed lease arrangement is likely to be minimum financial assistance, a permitted exception to the controls on subsidy control, or alternatively outside the subsidy rules.

6.4 Under Part 41B of the Council's constitution, disposals for less than best consideration are to be approved by Cabinet.

6.5 Under the Council's Constitution, Part 2D, the terms of reference of Cabinet includes responsibility for the following functions including, all key decisions, and 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; 3.2 Monitoring the implementation of the budget and financial strategy; 3.3 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; 3.4 Approving policies that are not part of the policy framework; 3.5 Management of the Council's Capital Programme.

## **7. Consultation**

7.1 None

## **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 lease is not considered to have any adverse effects on those with protected characteristics.



## 9. Background Papers

- 9.1 Environment Committee – 11 January 2017 – Item 10 – Community Management of Bowling Greens: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=8592&Ver=4>
- 9.2 Environment Committee – 11 January 2017 – Item 10 – Community Management of Bowling Greens – Minutes: <https://barnet.moderngov.co.uk/documents/g8592/Printed%20minutes%2011th-Jan-2017%2019.00%20Environment%20and%20Climate%20Change%20Committee.pdf?T=1>

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By virtue of paragraph(s) 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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