

Meeting

OVERVIEW AND SCRUTINY COMMITTEE

Date and time

TUESDAY 21ST NOVEMBER, 2023

At 7.00 PM

Venue

Hendon TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

To: Members of OVERVIEW AND SCRUTINY COMMITTEE (quorum 3)

Chair: Councillor Danny Rich
Vice Chair: Councillor Daniel Thomas BA (Hons)

Edith David	Giulia Innocenti	Arjun Mittra
Dean Cohen	Emma Whysall	Alex Prager
Richard Cornelius	Paul Lemon	Ernest Ambe

Substitute Members

Kath McGuirk	Simon Radford	Humayune Khalick
Peter Zinkin	David Longstaff	Jennifer Grocock

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is 16 November 2023 at 10AM. Requests must be submitted to Faith Mwende - faith.mwende@barnet.gov.uk

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

Andrew Charlwood – Head of Governance

Governance Service contact: Faith Mwende - faith.mwende@barnet.gov.uk

Media Relations Contact: Tristan Garrick 020 8359 2454 Tristan.Garrick@Barnet.gov.uk

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Order of Business

Item No	Title of Report	Pages
1.	Minutes of the previous meeting	To Follow
2.	Absence of Members (If any)	
3.	Declaration of Members' Disclosable Pecuniary interests and Other interests (If any)	
4.	Report of the Monitoring Officer (If any)	
5.	Public Comments and Questions (If any)	
6.	Members' Items (if any)	
7.	Business Planning and Medium Term Financial Strategy 2024-2030	5 - 56
8.	Cabinet Forward Plan (Key Decision Schedule)	57 - 84
9.	Scrutiny Work Programme	85 - 88
10.	Any item(s) the Chair decides are urgent	

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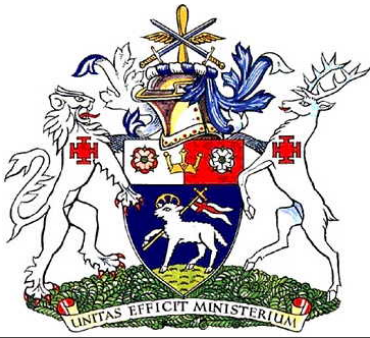
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AGENDA ITEM 7

Overview and Scrutiny Committee

Title	Business Planning and Medium Term Financial Strategy 2024-2030
Date of meeting	21 November 2023
Report of	Executive Director of Strategy & Resources (S151 officer)
Wards	All
Status	Public
Appendices	Annex A – Report to Cabinet 12 December 2023 Annex A: Appendix A – Medium Term Financial Strategy (MTFS) Annex A: Appendix B – Breakdown of savings and income generation proposals Annex A: Appendix C – Breakdown of Service Pressures Annex A: Appendix D - Sustainability Budget Update
Lead Officer	Anisa Darr – Executive Director of Strategy & Resources (Section 151 Officer) Jyotika Dabasia – Assistant Director of Finance
Officer Contact Details	Anisa.Darr@barnet.gov.uk Jyotika.Dabasia@barnet.gov.uk

Summary

The terms of reference of the Overview & Scrutiny Committee and Sub-Committees includes:

“Policy Development and Review – by supporting the Council and Executive in developing the policy framework and budget for the Council, working with partner organisations on issues that may be outside the remit of the Council and reviewing and/or scrutinising decisions made or actions taken in connection with the discharge of any of the Council’s functions”, and that they may “assist the Council, the Executive and Portfolio Holders in the development of the budget and policy framework by in-depth analysis of policy issues”.

The Budget and policy Framework rules require:

“that the draft budget proposals of the Executive shall also be referred to the Overview and Scrutiny Committee for advice and consideration... The Overview and Scrutiny Committee may conduct further consultation as it considers ... and the Committee shall report to the Executive on the outcome of their consideration of the draft budget proposals and may make such recommendations, as it

considers appropriate. The Executive must consider any report or recommendations made by the Overview and Scrutiny Committee before it submits its budget to the Council for approval. When making its report to the meeting of the Council on the budget the Executive must state how it has taken into account any recommendations from the Overview and Scrutiny Committee.

Attached at Annex A is a report which will be considered by Cabinet on 12 December 2023. The report sets out the financial challenges that the council is facing in developing the Medium Term Financial Strategy 2024-2030. It details the proposals being forward to achieve a balanced budget for 2024/25 including savings and income generation proposals, inflation and council tax assumptions, and funding for service pressures. The report also presents the Medium Term Financial Strategy to 2030.

The Committee are requested to consider and identify any areas which they wish to scrutinise in-depth or refer to the Cabinet.

The Chancellor is expected to make his Autumn Statement 2023 on 22 November. Whilst this is unlikely to be a major spending event and no new funding is expected to be announced, any changes made in the statement impacting the council's budgets will be incorporated into the MTFs presented to Cabinet in December 23.

The Report that will be presented to Cabinet in December will also present for approval a number of routine financial management matters for 2023/24, in line with financial regulations, including updates to the programme of capital investment, budget amendments and debt management. These have been excluded from the report that is attached at Annex A.

Recommendations

- 1. That the Committee consider the contents of Business Planning and Medium Term Financial Strategy 2024-2030 Report attached at Annex A (noting the remaining budget gap for 2024/25) and make such recommendations, as it considers appropriate.**
- 2. That Committee note 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.**

1. Reasons for the Recommendations

The Budget and Policy Procedure Rules (Council Constitution, Part 3D) require:

- 1.1 The draft budget proposals of the Executive shall also be referred to the Overview and Scrutiny Committee for advice and consideration. A copy of the proposals shall be sent as soon as available to all members of that Committee.
- 1.2 The Overview and Scrutiny Committee may conduct further consultation as it considers appropriate except that this should not duplicate any consultation already carried out or proposed to be carried out by the Executive and should not delay the timetable set out by the Executive.
- 1.3 The Overview and Scrutiny Committee shall report to the Executive on the outcome of their consideration of the draft budget proposals and may make such recommendations, as it considers appropriate. The Executive must consider any report or recommendations made by the Overview and Scrutiny Committee before it submits its budget to the Council for approval. When making its report to the meeting of the Council on the budget the Executive must state how it has taken into account any recommendations from the Overview and Scrutiny

Committee.

- 1.4 Terms of reference of the Overview & Scrutiny Committee and Sub-Committees (Council Constitution, Part 2B, Terms of Reference of Committees and Sub-Committees includes: “9.2.2 Policy Development and Review – by supporting the Council and Executive in developing the policy framework and budget for the Council, working with partner organisations on issues that may be outside the remit of the Council and reviewing and/or scrutinising decisions made or actions taken in connection with the discharge of any of the Council’s functions”, and that they may “9.3.2.1 assist the Council, the Executive and Portfolio Holders in the development of the budget and policy framework by in-depth analysis of policy issues”.

2. Post Decision Implementation

- 2.1 If the Committee identify any areas that they wish to scrutinise in-depth then the Committee may request that a report be presented to a future meeting of the Committee and that the relevant Cabinet Member and/or officers attend to answer questions on the issues raised.
- 2.2 The Overview and Scrutiny Committee shall report to the Executive on the outcome of their consideration of the draft budget proposals and may make such recommendations, as they considers appropriate. The Executive must consider any report or recommendations made by the Overview and Scrutiny Committee before it submits its budget to the Council for approval. When making its report to the meeting of the Council on the budget the Executive must state how it has taken into account any recommendations from the Overview and Scrutiny Committee.
- 2.3 Committee Procedure Rule 40 details how the Cabinet and/or Council will deal with matters referred from the Overview and Scrutiny Committee or Sub-Committees.

3. Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 3.1 As set out in the report attached at Annex A.

Corporate Performance / Outcome Measures

- 3.2 As set out in the report attached at Annex A.

Sustainability

- 3.3 As set out in the report attached at Annex A.

Corporate Parenting

- 3.4 As set out in the report attached at Annex A.

Risk Management

- 3.5 As set out in the report attached at Annex A.

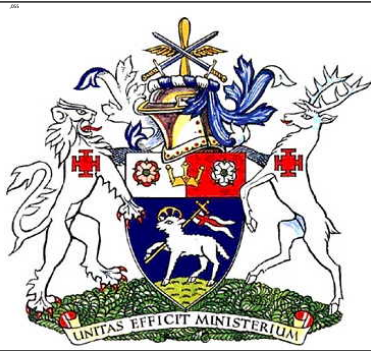
Insight

- 3.6 As set out in the report attached at Annex A.

Social Value

- 3.7 As set out in the report attached at Annex A.

4. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)
4.1 As set out in the report attached at Annex A.
5. Legal Implications and Constitution References
5.1 Constitution references relating to Overview & Scrutiny Committees and Sub-Committees are detailed in sections 1.1, 3.2 and 3.3.
5.2 Constitution references relating to Cabinet are as set out in the report attached at Annex A.
5.3 No are no specific legal implications.
6. Consultation
6.1 As set out in the report attached at Annex A.
7. Equalities and Diversity
7.1 As set out in the report attached at Annex A.
8. Background Papers
8.1 Cabinet 18 July 2023 Agenda item 10: Agenda for Cabinet on Tuesday 18th July, 2023, 7.00 pm (moderngov.co.uk)



Cabinet

Title	Business Planning and Medium Term Financial Strategy 2024-2030
Date of meeting	12 th December 2023
Report of	Councillor Barry Rawlings, Leader of the Council and Portfolio Holder for Resources & Effective Council
Wards	All
Status	Public
Key	Key
Urgent	No
Appendices	Appendix A: Medium Term Financial Strategy (MTFS) Appendix B: Breakdown of savings and income generation proposals Appendix C: Breakdown of service pressures Appendix D: Sustainability Budget Update
Lead Officer	Anisa Darr – Executive Director of Strategy & Resources (Section 151 Officer) Anisa.Darr@barnet.gov.uk Jyotika Dabasia – Assistant Director of Finance Jyotika.Dabasia@barnet.gov.uk

Summary

Officers have refreshed the council's MTFS ahead of the budget setting process and incorporated any changes required to reflect announcements made on the Chancellor's Autumn Statement on 22 November. To ensure the budget is accurate and sustainable, the refreshed MTFS being presented to Cabinet takes into account funding announcements, revised assumptions around inflation, demand pressures and other on-going pressures on the council's finances.

This report forms a key part of the budget setting process for 2024/25 onwards. It provides the key budget headlines on both a local and national level. In addition, the report seeks to provide an update on the council's underlying financial strategy.

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

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

Recommendations

In respect of business planning for 2024-30:

1. Notes the issues facing local government finance nationally and across London as set out in 2.1-2.15;
2. Notes the updated MTFS attached as Appendix A and the underlying assumptions as set out in Section 3;
3. Note 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 at the end of December 2023;
4. Agrees public consultation on the savings proposals as set out in Appendix B. These will come back to Cabinet on 6th February 2024 for referral to Full Council on 27th February 2024 for final approval of the 2024/25 budget including Council Tax;
5. Notes the plans to address the remaining budget gap for 2024/25 as detailed in 3.18-3.20;
6. Notes the actions being taken to address the 23/24 forecast overspend of £26m as outlined in paragraph 3.9-.10;
7. Notes that the MTFS assumed that the Eight Authority Business Rates Pool will continue for 2024/25 and that £1m benefit has been assumed in the MTFS (paragraph 3.3);
8. Delegates authority to the Executive Director of Resources (S151 Officer) to take all necessary actions to participate in and execute the Eight Authority Business Rates Pool agreement;
9. Notes the summary of the 2023 Autumn Statement and initial financial implications for Local Government in 2024/25;
10. Approves delegated authority to the Executive Director of Resources (S151 Officer) to amend the MTFS in line with the 2024/25 Provisional Local Government Finance Settlement due at the end of December 2023, to enable the 2024/25 Budget Consultation process to commence as discussed in paragraph 3.21;
11. Notes the council's reserves position as detailed in paragraphs 3.22-3.24;
12. Notes the issues facing the Housing Revenue Account and the mitigating actions that the council and Barnet Homes are taking to ensure the viability of the HRA over through the 30-year Business Plan period – as outlined in Section 4;

13. Notes the actions the council are taking towards meeting its sustainability goals as set out in Section 5 and Appendix D; and
14. Notes the approach to Digital Transformation that the council has adopted and the update provided in Section 6.

Regarding consultation on budget and council tax proposals:

15. Agrees to consult on the use of the Council’s flexibility to raise the level of General Council Tax by 2.98% in 2024/25 as discussed in paragraph 3.3;
16. Agrees to consult on the use of the Council’s flexibility to apply a 2.00% Social Care Precept, to help fund pressures in social care as set out in paragraph 3.3; and
17. Approves that the council’s budget consultation will be launched in the week of 18th December 2023 for a period of 6 weeks after which the budget, with a cumulative equalities impact assessment, will be considered by Cabinet on 6th February 2024, before it is referred to Full Council on 27th February 2024.

1 Reasons for the Recommendations

- 1.1 Business planning and strategic financial management enable the council to plan its future direction on the basis of the best strategic fit between the resources available to meet stakeholder needs and expectations, the priorities of the Administration, and the environmental conditions which prevail.
- 1.2 The council is legally obliged to set a balanced budget each year, which must balance service expenditure against available resources. It is also a key element of effective financial management for the council to put together a financial forward plan to ensure that it is well placed to meet future challenges, particularly in the context of reductions to local authority funding, increasing market pressures, demographic increases and legislative changes.
- 1.3 The MTF5 sets out the estimated overall financial position of the council over a period of time. This report gives an overview of the work undertaken towards a balanced budget for 2024/25 and to reduce the gap savings requirement for 2025/26 to 2029/30. This ensures that Councillors and the public are informed of this work, supporting good governance.
- 1.4 This report also sets out further options that are being explored to address the remaining budget gap for 2024/25.
- 1.5 An overview of the process and progress to date was presented to Overview and Scrutiny (O&S) Committee in November 2023 and this report and recommendations incorporate feedback and issues raised by O&S Committee.

2 Business Planning for the years 2024-2030

The National Landscape

- 2.1 On 20 October 2023, the Local Government Association (LGA) warned that local government councils in England face a widening gap in their finances that threatens cuts to services in towns and cities as inflation worsens an existing shortfall in funding.

- 2.2 It warned that England's local councils collectively are £4billion short of what they need to maintain services at current levels over the next two years. The estimated gap has risen by a third from £3billion in July 2023 due to updated national inflation forecasts.
- 2.3 The LGA argued that council tax increases are not a viable solution to raising more money during a cost-of-living crisis and called on the Government to provide extra funding in its Autumn budget in November.
- 2.4 It further highlighted that councils have seen a 27% real terms cut in core spending power since 2010, when the Government began an austerity drive following the global financial crisis.
- 2.5 The sharp spike in inflation and energy prices, which could not have been predicted by either central or local government when the Government finalised the 2022 local government finance settlement, is an unprecedented crisis and Councils now face continuing increases in the demand for services just as the price of providing them is also escalating dramatically. This risks hampering the council's efforts to help level up communities and support residents through the cost-of-living crisis.
- 2.6 The report called on the Government to ensure councils have the resources they need to meet these unpredicted costs and protect the services that are helping communities recover from the pandemic and residents cope through the cost-of-living crisis.
- 2.7 It further highlighted that only with adequate long term funding – to cover increased cost pressures and invest in local services – and the right powers, can councils deliver for our communities, tackle the climate emergency, and level up all parts of the country.

The London Picture

- 2.8 The many recent warnings of financial pressure by authorities across the sector shows local government is undergoing a period of extreme financial stress. This is particularly acute in London with the growing homelessness crisis, and significant overspending in adult social care and children's services.
- 2.9 To highlight the serious financial challenges currently facing London local government, London Councils have, on behalf of all 32 London Boroughs and the City of London, made representations to the Government ahead of the Autumn Statement expected on 22 November 2023.
- 2.10 Their submission was set out in three sections:
 - A. The first section set out the scale of the financial challenge facing London local government and the services facing the most acute financial pressure, namely: housing; adult social care; children's services; and pressures driven by London's higher level of asylum seekers and refugees;
 - B. The second section outlined the need to invest in London local government to protect the economy and deliver sustainable growth; and
 - C. The final section considered what the Government should do to reform local government funding to deliver more efficient and effective local public services in a tight fiscal environment.
- 2.11 Their submission highlighted that pressure on budgets in 2023-24 are worse than at any point since the height of austerity in 2016 with councils being much leaner and having less capacity to deal with the current period of sustained high inflation which is driving higher costs and more demand from

residents struggling with the cost-of-living crisis.

- 2.12 In 2023/24, London boroughs' overall resources remain around 18% lower than 2010-11 in real terms whilst over the same period, London's population has grown by almost 800,000 increasing demand for services. London boroughs' continue to see latent demand following the pandemic with persistent high inflation driving up prices for care.
- 2.13 New burdens and responsibilities that have been given to local government without requisite funding have also added to pressures including Council Tax Support schemes, underfunding for implementing the fair cost of care, and the shortfall in the costs of concessionary fares.
- 2.14 London Councils launched its key priorities for the Autumn Statement 2023, which included:
- An overall funding increase of at least 9% (in line with what was received in 2023/24).
 - Investment to reduce homelessness, including through uplifting the Local Housing Allowance and Homelessness Prevent Grant.
 - Reforms to the broken local government finance system, such as giving councils longer-term funding settlements and more devolved powers.
- 2.15 The full Representation made by Loudon Councils can be found in the background papers to this report.

Current MTFS

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

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

- 2.17 The delivery of savings is a key challenge and officers are prioritising their delivery accordingly. Savings are being actively monitored closely through the monthly financial monitoring process and progress and operational progress is being discussed and challenged in all service areas. The council's financial management arrangements will track savings against targets and trigger implementation of mitigation strategies where needed. Should any savings be unachievable and suitable mitigations not be sufficient, additional savings will be required in 2024/25 in order to ensure the budget deficit does not increase.
- 2.18 During the 2023/24 budget setting process, total savings of £6.554m were identified for 2024/25 leaving a gap of £5.476m in the MTFS that was presented to Council in February 2023. The February MTFS included proposed Efficiencies and Income Generation options of £8.431m from 2024-2027 as shown below:

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

3 Balancing the MTFS 2024-2030

Financial Strategy

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

- We will set a legal budget, balancing recurrent expenditure with estimated income within the medium term in order that the council has a sustainable financial position;
- We will plan over a medium term of at least 3 years in order that the council is fully informed as to future scenarios and can prepare appropriate action;
- A level of sustainable reserves will be maintained, this will be defined by the Section 151 officer during the budget setting process, considering prevailing risks and opportunities. For 2024, this has been identified as £15m for general fund balance and £40m for earmarked non-ringfenced revenue reserves;
- We will seek to build resilience to economic shocks and insulate from the requirement for sudden cuts to vital services;
- We will use reserves to invest in one-off investment or transformation requirements but not to the point of the organisation being in distress;
- We will ensure we have sufficient funding for on-going transformation and long term changes;
- We will provide a realistic amount of funding to support increasing demand, quickly addressing ongoing financial pressures with a permanent solution, reducing the instances where one off solutions are used;
- We will achieve the best possible outcomes within the funding available;
- We will ensure that budgets are aligned to the Barnet Plan and that we will actively disinvest where this is not the case;
- We will understand the implications of growth and ensure that both the reward and the increased costs to services are recognised, and;
- We will act lawfully and protect the integrity of regulations, ring fences and accounting rules.

Refreshed MTFS

3.2 The change in assumptions have revised the gap for 2024/25 to £44.740m with a savings requirement of £94.389m to 2030.

MTFS Summary	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Resources vs. Expenditure	£m	£m	£m	£m	£m	£m
Expenditure	432.020	464.315	493.971	523.536	553.374	583.504
Resources	(387.279)	(406.250)	(424.939)	(444.917)	(466.278)	(489.115)
Cumulative (Surplus)/Shortfall to Balanced Budget	44.740	58.066	69.032	78.619	87.096	94.389
In Year Budget Gap before Savings	44.740	23.250	27.725	33.734	35.673	35.641
Efficiencies and Income Generation options proposed	(34.815)	(6.492)	(3.578)	(6.537)	(7.325)	(6.007)
(Surplus)/Shortfall to Balanced Budget	9.925	16.758	24.147	27.196	28.348	29.634

24/25 onwards – planning assumptions

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

- The Review of Relative Needs and Resources ('Fair Funding Review') and a reset of Business Rates growth will not be implemented in the next two years;
- The council tax referendum principles will continue the same as 2023/24;
- Revenue support grant will continue and be uplifted in line with baseline funding levels (assumed now to be now based on September 2023 CPI), while social care grants will increase as set out in the table above;
- Business rates pooling will continue – the MTFS assumed £1m pool benefit for 2024/25; and
- The future position of New Homes Bonus will be set out ahead of the 2024/25 local government finance settlement.

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

- The flexibility to raise council tax by up to 3.00% will remain. The MTFS assumes General council tax increases of 2.98% each year from 2024/25 onwards;
- The flexibility to raise the Adult Social Care precept by 2.00% will remain. The MTFS assumes Adult Social Care increases of 2.00% each year from 2023/24 onwards;
- New Homes Bonus (NHB) no longer exists;
- Grant funding amounts specified in the Dec 22 LGFS, are assumed to remain unchanged;
- For 25/26 onwards, the Revenue Support Grant, ASC Market Sustainability & Improvement Fund, Better Care Fund & Social Care Grant all increase by 2% p.a.. All other Government grants will remain the same; and
- Given the on-going pressures on local government finances, an assumption has been made that the government will provide additional support to council's from 2024/25 by way of an additional £5m grant.

Inflation Funding

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

3.6 The MTFS assumes non-pay inflation of 4% for 2024/25, reducing to 2% for 2025/26 onwards. Inflation is a clear risk and the council will continue to review the latest data, both overall and in different sectors (e.g. construction materials).

Pressures

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

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

- **Inflation**: When the 2023/24 budget was set, the Bank of England, Office for National Statistics and other forecasting organisations were estimating inflation to be around 5-6% in

2023. Based on this intelligence the council budgeted for non-pay inflation to be just under 8%. The average non-pay inflation across contracts (including fuel, electricity and social care contracts factoring London Living Wage) was just under 10%;

- Interest rates: while interest rates are slowly decreasing, the Bank of England base rate rose to 5.25% in August 2023, this means externalising internal borrowing at a time of decreasing cash reserves is expensive;
- Contingency hotels: Barnet has 5 hotels in the borough being used by the Home Office to house approx. 1,600 asylum seekers. The Home Office's change in procedure for discontinuation of asylum support for those who have received a decision – from 28 / 21 days to 7 days and pursuing hotel maximisation through room sharing, means that more people on receiving their right to remain could become eligible for housing within the borough. Good quality, housing at Local Housing Allowance (LHA) rate is in low supply and therefore increases costs for the council. Also the Housing Benefit Subsidy is only claimable for temporary accommodation at 90% and landlords are charging rates over LHA rates;
- Changes to tax benefits for landlords: The Government's changes to tax benefits to landlords and increasing mortgage rates has seen a number of them exit the market further reducing the supply of housing available;
- Adult social care: assumptions were made around the increase in demand and actuals have exceeded this. Discharges from hospitals – where statistics show that Barnet is now the 2nd highest in London (887/100k, London average: 687/100k) – has driven further increases in use of homecare and reablement;
- Independent Fostering Agencies (IFA): more IFA placements are needed for sibling groups and children with more complex behaviours. Delays within the court system have meant existing placements have had to be extended, compounding the issue;
- Increase in solo provision placements: while exceptional in nature, these placements - for the safety of the child and / or others – are very high. Placements for six young person this year have resulted in an overspend of about £1.7m;
- Special Parking Account: changes in parking and travel behaviours associated with cost of living crisis and increased prevalence of working from home has resulted in reduced parking income. This year the deficit is estimated to be £3m, this is on top of funded deficits in the previous two years of similar amounts.

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

Areas of focus	Expected saving	
	2023/24 £m	2024/25 £m
<u>Placements reviews</u> : Review of high cost packages in both Adults and Childrens Social Care;	(1.000)	(1.500)
<u>Returning service income target</u> : Reviewing fees and charges for returning services to enable full cost recovery;	0.000	(0.300)
<u>Parking</u> : undertaking an operational cost review and considering a capital bid for Controlled Parking Zones implementation;	0.000	(1.427)
<u>SEN Transport</u> : review increased use of Personal Travel budgets for children who require SEN support;	0.000	(0.800)
<u>Your Choice Barnet (YCB)</u> : reviewing the YCB operational model to transform it to eliminate operational losses;	(0.500)	(2.000)
<u>In House Foster Carer</u> : Increase the use of In-house foster carers as opposed to Independent Fostering Agencies	0.000	(0.363)
<u>Review operating / income model</u> : for Highways, Planning & Regulatory Services	(1.121)	(1.280)

TOTAL	(2.621)	(7.670)
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3.10 The following actions are also being undertaken:

- Working with the Local Government Association: including peer support in Adults Social Care;
- Representation on regional forums: these include London Councils, the Association of Directors of Childrens Services, the Association of Directors of Adult Social Services. Discussions to encourage joint working and try to influence market shaping;
- Capital programme: review of the council’s capital programme to reduce the revenue impact of funding; and
- Spend Controls: introducing spend controls across the council including:
 - Actively managing recruitment to vacant posts vacancies and agency costs;
 - Reviewing contract spend. Particularly in relation to contract renewals; and
 - Tighter controls on discretionary spend.

3.11 The MTFS demonstrates that the impact of this is felt more acutely in 2024/25 and the allows for non-inflationary pressures demand of £43.063m in 2024/25 with total service pressures of £51.893m across the MTFS. In addition to identified pressures, the MTFS allows for unforeseen pressures totalling £66.170m across the MTFS bringing the total non-inflationary pressures allowance to £118.063m. Further detail of the pressures submitted by services is provided in Appendix C.

Department	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Assurance	495	0	0	0	0	0	495
Children and Family Services	8,157	839	1,069	0	0	0	10,065
Communities, Adults and Health	23,993	87	0	0	0	0	24,079
Customer & Place	6,244	2,503	3,192	659	412	69	13,080
Public Health	600	0	0	0	0	0	600
Strategy & Resources	3,574	0	0	0	0	0	3,574
Sub-total	43,063	3,429	4,261	659	412	69	51,893
Additional pressures	0	11,571	10,739	14,341	14,588	14,931	66,170
TOTAL	43,063	15,000	15,000	15,000	15,000	15,000	118,063

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

- Non-pay inflation could be more than 4%:
 - Reflecting the increase in the London Living Wage, will have an increase between 5-7%;
 - Increases in specific resources like fuel and electricity may also continue to be over and above the assumptions made; and
 - An extra 1% increase on non-pay inflation for all contracts would be £1.8m for 2024/25.
- Operational pressures on waste collection based on borough growth are estimated to be £580k (over 6 years);
- There is a risk that there is additional cost regarding the storage of Passenger Transport vehicles £930k (2024/25);
- To meet commitments on tree planting, another £430k is needed over and above current grant awards. This has not been provided for, if further grants cannot be found, the risk is less trees will be planted (2024/25); and
- One off pressures which are intended to be funded from reserves in 2024/25 and will have an adverse impact on reserves:
 - Car parking income until it recovers (£1.3m) – from the Special parking Account Reserve;

- Your Choice Barnet operational deficit (£1.05m) – from general reserves;
- Sexual Health Services (CNWL) increasing contract cost and Agenda for Change (£.0200m) – from the Public Health Reserve; and
- Substance misuse service increase in Tier 4 treatment that has not been accounted for (£0.150m) – from the Public Health Reserve.

Community Infrastructure Levy (CIL) Funding

3.13 The MTFS assumed £5.033m of eligible revenue funding will be paid for from CIL contributions thereby freeing up the equivalent amount of revenue to help balance the budget.

Service	2024/25 £'000
Green Spaces & Leisure	2,014
Libraries	565
Estates	1,654
Employment Skills & Economic Development	799
Sub-total	5,033

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

Savings

3.15 Just under half of the savings requirement of £94.389m to 2030 (£44.740m) falls in 2024/25. This is driven primarily by the forecast 2023/24 overspend and on-going pressures as detailed in section 3.7-3.11.

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

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

Department	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Assurance	(577)	(50)	(50)	0	0	0	(677)
Children and Family Services	(6,054)	(241)	(623)	(513)	(513)	(513)	(8,457)
Communities, Adults and Health	(10,600)	(630)	(3,000)	(3,000)	(3,000)	(3,000)	(23,230)
Customer & Place	(7,495)	(3,221)	(2,885)	(1,004)	(1,792)	(479)	(16,877)
Public Health	(54)	(20)	(20)	(20)	(20)	(15)	(149)
Strategy & Resources	(535)	(330)	0	0	0	0	(865)
Cross-Council	(9,500)	(2,000)	3,000	(2,000)	(2,000)	(2,000)	(14,500)
Sub-total	(34,815)	(6,492)	(3,578)	(6,537)	(7,325)	(6,007)	(64,755)

The Remaining Gap

3.18 The refreshed MTFS shows that despite savings of £34.815m having been identified for 2024/25, there still remain a gap of £9.925m to be found.

- 3.19 Officers are exploring further options to balance the 2024/25 budget including:
- Continuing Care Income: Maximising income from Health for contributions to Continuing Care and maximising the recovery of existing debt;
 - Employer Pension Contribution: The Pension Fund is currently 130% funded and therefore in surplus and the MTFS currently includes £5m saving due a temporary easement in employer contribution. Options for increasing this easement are being explored and the mechanism of this are being advised by the actuary, legal advisors and internal policies; and
- 3.20 The final revisions for the 2024/25 MTFS and estimate of 2024/25 to 2029/30 budget gap will be presented to Cabinet in February 2024. This will be updated to take account of the 2024/25 Local Government Finance Settlement which is expected in December 2023.
- 3.21 Subject to agreement from Cabinet, the council will launch a 6 week budget consultation in the week beginning 18th December 2023.

Reserves

- 3.22 The council holds reserves to deal with future pressures where the value or the timing of the pressure is uncertain, or where the funding can only be spent on specific objectives (e.g., grant funding). Reserves are divided into 'ringfenced' reserves, where the spending objective is known with some clarity, and 'committed' reserves, intended to mitigate the impact of wholly unforeseeable costs. The levels of reserves are set out under Section 25 of the Local Government Act and prudent levels are determined by the Chief Finance Officer (CFO). Ringfenced reserves are usually held by specific services, while committed reserves are held corporately.
- 3.23 The use of reserves is not intended to replace savings or income generation opportunities as part of the MTFS. Reserves can only be used once and then they are gone. Any use of reserves to replace savings or income generation opportunities is a delaying action, storing up pressures into future years. This could be part of investing in transformational service delivery and is the ultimate last resort during budget setting when a gap cannot be bridged despite best efforts.
- 3.24 At the end of 2022/23, the council's earmarked reserves were £126.7m. Of this:
- £17m are forecast to be drawn down in 2023/24. This is before draw down to cover any 2023/24 overspend); at Month 6, there is a forecast overspend of £26m. Any overspend at the end of the year that has not been reduced by mitigating actions will need to be drawn down from reserves.
 - £24m are CIL reserves to finance new infrastructure;
 - £33m relate to grants that have to be used for the purpose stated otherwise could be clawed back; and
 - £52m while earmarked, could all be re-purposed.

4 Housing Revenue Account (HRA)

- 4.1 The current inflation and interest rate environment putting chronic pressure on HRA's across London and the diminishing ability for HRA's to self-fund (through rental income) sustainably into the future. The current outlook would indicate this may be the situation with the HRA and thus it will likely require General Fund support in 2/3 years.
- 4.2 Significant on-going financial and operational challenges include:

- Increased cost of repairs/ major repairs due to the inflationary cost of labour/ materials significantly above CPI
- The current high interest rate environment affecting affordability of capital investment and development programmes, as well as meeting our statutory duties – e.g. Damp and Mould, Fire Safety, building safety regulations on Regeneration sites.
- Increasing cost of utilities rising above prior assumptions, meaning higher subsidy by the Council for some households
- Increasing damp and mould costs, beyond the significant originally estimated investment the council has previously committed.
- Potential cap on Rents. For 2023/24, Central Government applied a 7% cap on rent, which was significantly lower than the increased cost of repairs. Central Government has not yet notified local authorities of a cap for 2024/25.

4.3 The council and the Barnet Homes are working through mitigations to ensure the viability of the HRA over through the 30-year Business Plan period (30 years):

- Looking at internal operations, a review of the management fee process
- Networking with neighbouring boroughs and London councils to identify best practice and opportunities across the sector.

4.4 The revised HRA Business Plan for 2024/25 will be presented to cabinet on 6th February 2024 with the wider council MTFs, ahead of Full Council for final approval on 27th February 2024.

5 Progress towards Sustainability

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

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

5.3 Appendix D gives an update on progress so far, future plans, funding and next steps.

6 Digital Transformation

6.1 After years of austerity, the council is now faced with abnormally high levels of inflation and relentless pressures on demand across all core services. The need to address these challenges is firmly embedded within the central plank of the transformation programme, “doing things differently.” In respect of our approach to digital transformation, it is recognised that while traditional approaches to modernise and drive efficiencies are effective, they are also too time and resource consuming, so a more modern fast-tracked approach to identifying value was commissioned.

6.2 The approach adopted has been to utilise a "Digital Blueprint" that has pre-identified a suite of opportunities to drive value (business outcomes, customer experience and efficiencies/revenue). These opportunities covered most of the high spend budget areas in the council.

6.3 Each opportunity in the Digital Blueprint covers a specific service area and includes an outline approach to service modernisation (leveraging digital technologies), with a very high-level business

case that has been compiled using data from various sources including the councils statutory returns, as well as indicative timelines to make the change and a view on the complexity for the service to adopt.

- 6.4 During a one-day workshop, the management team reviewed all of the opportunities in the Digital Blueprint and prioritised them based on the potential impact and relevance to the current service delivery models.
- 6.5 The results of this work have been fed into the MTFs and have identified £2m of potential savings across a range of service areas. Further work is now underway to conduct the necessary due diligence on these proposals and agree implementation plans.

7 Post Decision Implementation

- 7.1 Following approval of these recommendations, resident consultation will begin in the week commencing 18 December 2023 for a period of 6 weeks after which the budget, with a cumulative equalities impact assessment, will be considered by Cabinet on 6th February 2024.
- 7.2 Cabinet will then, after considering the consultation responses and the equalities impact assessments, refer the proposals to Council. Council will set the budget envelope. Some savings proposals may need individual detailed consultation and this will be carried out before individual decisions are made. If the consultation and equality impact assessment results are such that the decision makes decide not to implement the proposals then alternative proposals will be considered including the use of reserves.
- 7.3 Savings proposals along with the council tax requirement will then be taken to Council on the 27 February 2024.

8 Corporate Priorities, Performance and Other Considerations

Corporate Plan

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

Corporate Performance / Outcome Measures

- 8.2 None in the context of this report

Sustainability

- 8.3 None in the context of this report

Corporate Parenting

- 8.4 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. The outcomes and priorities in Our Plan for Barnet 2023-2026, reflect the council's commitment to the Corporate Parenting duty to ensure the most vulnerable are protected and the needs of children are considered in everything that the council does. To this end, great attention has been paid to the needs of children in care and care leavers when approaching business planning, to ensure decisions are made through the lens of what a reasonable parent would do for their own child.

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

Risk Management

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

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

Insight

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

Social Value

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

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

9.1 The report considers strategic financial matters and refreshes the current position of the council's MTFS. Plans will be enacted to work and identify savings and ensure they go through the appropriate governance process to set a legal budget in March 2024.

10 Legal and Constitutional References

10.1 Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

10.2 Under Section 114 of the Local Government Finance Act 1988, the chief finance officer (S151 Officer) of a relevant authority shall make a report under this section if it appears to them that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.

10.3 Part 2 D of the Council's Constitution sets out the Terms of Reference and Delegation of Duties to the Cabinet which include:

➤ To be responsible for:

- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council;

- Monitoring the implementation of the budget and financial strategy;
 - Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the Council’s Policy Framework and implementing those approved by Council;
 - Approving policies that are not part of the policy framework;
 - Management of the Council’s Capital Programme;
- All key decisions - namely:
- an executive decision which is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates; or
 - an executive decision which is likely to be significant in terms of its effects on communities living or working in an area of two or more wards of the Borough;
 - a decision is significant for the purposes of above if it involves expenditure or the making of savings of an amount in excess of £1m for capital expenditure or £500,000 for revenue expenditure or, where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the service in question;
 - award of contracts over £500,000 and all matters reserved to the Executive under the Contract Procedure Rules this may be done via the Procurement Forward Plan;
 - virements between budgets as required by the Financial Regulations;
 - making all non-key decisions which are referred to the Executive by the relevant Portfolio Holder or Director;
 - Determination of recommendations and references from the Council or any of its Committees or sub-committees and which the Cabinet considers are appropriate for collective decision;
 - Approval of HRA Rents.

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

11 Consulting and Engagement

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

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

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

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

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

12 Equalities and Diversity

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

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

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

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

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

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

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

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

- g. Tackle prejudice, and
- h. Promote understanding.

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

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

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

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

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

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

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

13 Background Papers

- 13.1 Autumn Statement 2023 – Representation by London Councils: [LC AS2023 representation to HMT - FINAL.pdf](#)
- 13.2 Council – Feb 2023; Agenda item 11.1 [Agenda for Council on Tuesday 28th February, 2023, 7.00 pm \(moderngov.co.uk\)](#)

Appendix A - MTFS

2023/24	MTFS Summary	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
£m	Resources vs. Expenditure	£m	£m	£m	£m	£m	£m
380.885	Expenditure	432.020	464.315	493.971	523.536	553.374	583.504
(369.686)	Resources	(387.279)	(406.250)	(424.939)	(444.917)	(466.278)	(489.115)
11.199	Cumulative (Surplus)/Shortfall to Balanced Budget	44.740	58.066	69.032	78.619	87.096	94.389
11.199	In Year Budget Gap before Savings	44.740	23.250	27.725	33.734	35.673	35.641
(11.199)	Efficiencies and Income Generation options Proposed	(34.815)	(6.492)	(3.578)	(6.537)	(7.325)	(6.007)
0.000	(Surplus)/Shortfall to Balanced Budget	9.925	16.758	24.147	27.196	28.348	29.634
	In year savings requirement	44.740	13.325	10.966	9.587	8.477	7.293
	Expenditure (Cumulative)						
336.380	Base Expenditure Budget	369.686	432.020	464.315	493.971	523.536	553.374
13.284	Inflation - Non Pay	7.444	3.871	3.948	4.027	4.108	4.190
4.461	Inflation - Pay	4.639	2.412	2.461	2.510	2.560	2.611
0.500	North London Waste Authority levy	0.000	1.500	1.500	2.000	2.000	2.000
(1.570)	Capital Financing (MRP & Interest)	0.312	2.413	1.242	0.518	0.655	0.809
0.000	Pensions: Employer Contribution and Deficit Recovery	0.000	0.000	0.505	0.510	0.515	0.520
16.675	Statutory / Cost Drivers Sub Total	12.395	10.196	9.656	9.565	9.838	10.130
17.680	Service Pressures and Investments (existing)	43.063	3.429	4.261	0.659	0.412	0.069
0.000	Service Pressures and Investments (new)	0.000	11.571	10.739	14.341	14.588	14.931
7.090	Contingency	5.000	5.000	5.000	5.000	5.000	5.000
1.599	Concessionary Fares (Freedom Pass)	2.022	2.099	0.000	0.000	0.000	0.000
26.369	Service Expenses sub total	50.085	22.099	20.000	20.000	20.000	20.000
1.461	Public Health Grant expenditure increase	0.000	0.000	0.000	0.000	0.000	0.000
1.461	Grant Income grossed up	(0.147)	0.000	0.000	0.000	0.000	0.000
380.885	Forecast Expenditure (Before Savings)	432.020	464.315	493.971	523.536	553.374	583.504
(11.199)	Approved Savings/ Further Efficiencies	(34.815)	(6.492)	(3.578)	(6.537)	(7.325)	(6.007)
369.686	Forecast Expenditure (After Savings)	397.205	457.823	490.393	516.999	546.049	577.497
	Forecast Resources (Calculated year by year)						
	Core Spending Power						
(57.278)	Business Rates (inc. core S31 Grants)	(51.036)	(29.856)	(29.856)	(29.856)	(29.856)	(29.856)
(22.132)	Business Rates (Top Up) / Tariff	(22.470)	(46.135)	(46.135)	(46.135)	(46.135)	(46.135)
(1.700)	Business Rates & authority pool income	(1.000)	0.000	0.000	0.000	0.000	0.000
(81.110)	Total Settlement Funding Assessment	(74.506)	(75.992)	(75.992)	(75.992)	(75.992)	(75.992)
(210.478)	Council Tax - General Element	(224.986)	(241.150)	(258.477)	(277.047)	(296.952)	(318.287)
(4.135)	Council Tax - Social Care Precept	(4.369)	(4.684)	(5.019)	(5.380)	(5.768)	(6.181)
(214.612)	Council Tax Income	(229.355)	(245.834)	(263.496)	(282.427)	(302.720)	(324.468)
(7.759)	Revenue Support Grant	(11.507)	(11.737)	(11.972)	(12.211)	(12.455)	(12.704)
(9.622)	Improved Better Care Fund Grant	(9.622)	(9.814)	(10.010)	(10.210)	(10.415)	(10.623)
(2.281)	2022/23 Services Grant / New Grant Funding	(5.000)	(5.000)	(5.000)	(5.000)	(5.000)	(5.000)
(20.801)	Social Care Grant	(24.105)	(24.587)	(25.079)	(25.581)	(26.092)	(26.614)
(1.389)	New Homes Bonus Grant	0.000	0.000	0.000	0.000	0.000	0.000
(41.852)	Government Grants	(50.234)	(51.138)	(52.061)	(53.002)	(53.962)	(54.941)
(337.574)	Core Spending Power Resources	(354.095)	(372.964)	(391.549)	(411.421)	(432.674)	(455.401)
(19.779)	Public Health Grant	(19.779)	(19.779)	(19.779)	(19.779)	(19.779)	(19.779)
(4.795)	Homelessness Grant	(4.258)	(4.258)	(4.258)	(4.258)	(4.258)	(4.258)
(0.556)	Local Council Tax Support Administration Grant	(0.567)	(0.567)	(0.567)	(0.567)	(0.567)	(0.567)
(1.357)	Housing Benefit Administration Subsidy Grant	(1.249)	(1.249)	(1.249)	(1.249)	(1.249)	(1.249)
(2.235)	PFI Credit Grant	(2.235)	(2.235)	(2.235)	(2.235)	(2.235)	(2.235)
(3.390)	ASC Market Sustainability and Improvement Fund	(5.096)	(5.198)	(5.302)	(5.408)	(5.516)	(5.627)
0.000	ASC Discharge Fund	0.000	0.000	0.000	0.000	0.000	0.000
(32.112)	Other Grants outside core spending power	(33.184)	(33.286)	(33.390)	(33.496)	(33.604)	(33.715)
(369.686)	Total Resources	(387.279)	(406.250)	(424.939)	(444.917)	(466.278)	(489.115)

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MTFS 2024-2030 - Savings and Income Generation Proposals

Department	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Assurance	(577)	(50)	(50)	0	0	0	(677)
Children and Family Services	(6,054)	(241)	(623)	(513)	(513)	(513)	(8,457)
Communities, Adults and Health	(10,600)	(630)	(3,000)	(3,000)	(3,000)	(3,000)	(23,230)
Customer & Place	(7,495)	(3,221)	(2,885)	(1,004)	(1,792)	(479)	(16,877)
Public Health	(54)	(20)	(20)	(20)	(20)	(15)	(149)
Strategy & Resources	(535)	(330)	0	0	0	0	(865)
Cross-Council	(9,500)	(2,000)	3,000	(2,000)	(2,000)	(2,000)	(14,500)
Sub-total	(34,815)	(6,492)	(3,578)	(6,537)	(7,325)	(6,007)	(64,755)

Directorate	Line Ref	Cabinet Brief	Opportunity Area	Description of Saving	Saving Category	Consultation (How are we consulting on this proposal)	Impact on service delivery	Impact on Customer Satisfaction	Equalities Impact All Published EqlAs are online at: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments-2024-25	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Assurance	ASSR1	Resources & Effective Council	Internal Audit	Review of staffing structure (vacant post) and income maximisation.	Income generation	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(45)	0	0	0	0	0	(45)
Assurance	ASSR3	Resources & Effective Council	Assurance and Business Development	Deletion of vacant post in Records and Information Management Team, and change to joint funding of project and policy officer.	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(85)	0	0	0	0	0	(85)
Assurance	ASSR5	Community Safety & Residents	CAFT	Review of structure, operation costs and income maximisation	Cashable efficiency	Yes - service specific consultation required	Reduction in service delivery.	Possible impact on customer satisfaction.	Yes - EqlA is required (Staff Consultation)	(98)	0	0	0	0	0	(98)
Assurance	ASSR7	Community Safety & Residents	Community Safety	New operating model aligned to newly defined priorities in the Community Safety team	Cashable efficiency	Yes - service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	Yes - EqlA is required (Staff Consultation)	(303)	0	0	0	0	0	(303)
Assurance	ASSR8	Resources & Effective Council	Governance	Governance efficiencies – detailed review of operational running costs in the Governance, Mayor's Office and Members Allowances service budgets has identified various efficiency savings.	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(46)	0	0	0	0	0	(46)
Assurance	Assur_sav2	Community Safety & Residents	Counter Fraud Operations	Opportunities for phased increase in income through re negotiating Proceeds of Crime (POCA) gain-share arrangements with other Local Authorities and partners.	Income generation	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	0	(50)	(50)	0	0	0	(100)
TOTAL										(577)	(50)	(50)	0	0	0	(677)

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Children and Family Services	CFS3	Family Friendly Barnet	Children's Safeguarding	Reduction in use of agency staffing and implementation of Pan London rates	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(60)	0	0	0	0	0	(60)
Children and Family Services	CFS5	Family Friendly Barnet	Children's Early Help	Take the reserve that has been built up through Troubled Families (now Strengthening Families) funding as a one-off saving so that this money can be used in other ways	Other external funding	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(672)	672	0	0	0	0	0
Children and Family Services	CFS8	Family Friendly Barnet	Children's Safeguarding	Recommission Emergency Duty Team including exploration of in-house model	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(30)	(60)	0	0	0	0	(90)
Children and Family Services	CFS10	Family Friendly Barnet	Corporate Parenting	Cease using any external providers for contact and only use the Family Services contact centre	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(150)	(200)	0	0	0	0	(350)
Children and Family Services	CFS13	Culture, Leisure, Arts & Sports	Libraries	Explore the options of purchasing library books through Community Infrastructure Levy funding	Other external funding	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(450)	0	0	0	0	0	(450)
Children and Family Services	CFS14	Culture, Leisure, Arts & Sports	Libraries	Reduction in the media budget for Libraries	Cashable efficiency	It is not anticipated that service specific consultation required	This saving is not anticipated to impact on service delivery.	It is not anticipated that this will have an adverse impact on customer satisfaction	An EqlA is not required.	(20)	0	0	0	0	0	(20)
Children and Family Services	CFS16	Family Friendly Barnet	BELS	Increase the number of children with (Special educational needs and disabilities) SEND being transported through personal budgets or multi pick up points	Cashable efficiency	These transport options are already being provided to children with SEND in Barnet so no formal policy consultation is needed. There will be consultation with individual families and children before any specific changes are implemented	It is not anticipated that there will be a negative impact on service delivery as these transport options are already being successfully provided to children with SEND	It is not anticipated that there will be a negative impact on customer satisfaction as these transport options are already being successfully provided to children with SEND	Equality implications will be considered on a case by case basis and operational decisions will continue to be made in the best interests of children.	(400)	(100)	(100)	0	0	0	(600)
Children and Family Services	CFS17	Family Friendly Barnet	Corporate Parenting and Disability	Reduce contribution by £50k to the Special Education Needs Inclusion Fund (SENIF) offset by an increased contribution from DSG High Needs. Increase DSG contribution by 50k to central costs in line with central government consultation on Early Years funding, which extends the scope of the pass through to include disadvantaged 2 year old funding. This proposal will only proceed if the central government proposal is approved.	Other external funding		This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(100)	0	0	0	0	0	(100)
Children and Family Services	CFS19	Family Friendly Barnet	BELS	Stop paying for Welfare Call and Asset as new DfE system will monitor attendance	Cashable efficiency		This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(24)	0	0	0	0	0	(24)
Children and Family Services	CFS20	Family Friendly Barnet	Corporate Parenting and Disability	Pay for senior management staff time through SEND Regional Expert Partnership funding	Other external funding		This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(30)	0	30	0	0	0	0
Children and Family Services	CFS22	Family Friendly Barnet	Corporate Parenting and Disability	Reduce social care taxi spend, including for children in care, through delivery of alternative approaches such as Personal Transport Budgets and route sharing	Cashable efficiency	These transport options are already being provided to children in Barnet so no formal policy consultation is needed. There will be consultation with individual families and children before any specific changes are implemented	It is not anticipated that there will be a negative impact on service delivery as these transport options are already being successfully provided to children with SEND	It is not anticipated that there will be a negative impact on customer satisfaction as these transport options are already being successfully provided to children with SEND	Equality implications will be considered on a case by case basis and operational decisions will continue to be made in the best interests of children.	(40)	(40)	(40)	0	0	0	(120)
Children and Family Services	CFS23	Family Friendly Barnet	Corporate Parenting and Disability	INVEST TO SAVE- Increase use of in-house foster care to reduce Independent Fostering Agency spend	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(150)	(150)	(150)	(150)	(150)	(150)	(900)
Children and Family Services	CFS24	Family Friendly Barnet	Corporate Parenting and Disability	INVEST TO SAVE-Conversion of 2, 4 bedroom houses or former carer properties, to semi independent provision.	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(113)	(113)	(113)	(113)	(113)	(113)	(678)

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Children and Family Services	CFS25	Family Friendly Barnet	Corporate Parenting and Disability	INVEST TO SAVE- Increase in-house care provision such as small homes provision to reduce external placement spend	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(250)	(250)	(250)	(250)	(250)	(250)	(1,500)
Children and Family Services	CIL2	Family Friendly Barnet	CIL	Explore the options of libraries revenue funding that can be funded from Community Infrastructure Levy including operational running costs.	Other external funding	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(565)	0	0	0	0	0	(565)
Children and Family Services	CFS30	Family Friendly Barnet	Corporate Parenting and Disability	Work with DLUHC, DfE and ADfS to establish an increased grant allocation for high cost placements in children's social care	Other external funding	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(3,000)	0	0	0	0	0	(3,000)
TOTAL						TOTAL				(6,054)	(241)	(623)	(513)	(513)	(513)	(8,457)

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Communities, Adults and Health	Adults1	Adult Social Care	Integrated Care	More effective and efficient purchasing for home care, older adult residential, and nursing care.	Cashable efficiency	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Individuals and families will continue to be at the centre of the process as any plans are developed and supported.	This will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met.	Satisfaction may reduce due to potential increased delays in people waiting for care and support.	An equalities impact assessment has been completed and shows an overall positive impact.	(700)	0	0	0	0	0	(700)
Communities, Adults and Health	Adults2	Adult Social Care	Integrated Care	This opportunity aims to manage the cost of new/ existing placements via additional uplift negotiation capacity; ensuring value for money in care packages.	Cashable efficiency	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Individuals and families will continue to be at the centre of the process as any plans are developed and supported.	No impact on service delivery expected	No resident or staff impact expected	An equalities impact assessment has been completed and shows an overall positive impact.	(125)	0	0	0	0	0	(125)
Communities, Adults and Health	Adults3	Adult Social Care	Integrated Care	Fairer charging fees and charges policy - The implementation of the £300 fee for the cost of the council arranging care for self-funders, and the implementation of an increased average homecare charge rate for self funders, in line with existing approved policies.	Income generation	Individual engagement will take place to inform individuals of this implementation of an existing fees and charges policy.	No impact on service delivery expected	Satisfaction may reduce due to likely impact on the cost of care for customers who are self-funding their care. People will be informed and have the opportunity to organise their own care, to avoid the charges.	The equalities impact assessment has been reviewed and this proposal may have a minor negative impact on older people, people with disabilities and women. This is because these groups are overrepresented in this cohort. However, the level of fees are deemed fair and at or below market rates / actual costs. To mitigate any negative minor impact, the robust process of financial assessments for people will continue, as per the Fairer Contributions Policy.	(380)	0	0	0	0	0	(380)
Communities, Adults and Health	Adults4	Adult Social Care	Integrated Care	Review of how we best meet resident needs in 3 sheltered plus housing schemes and potential change to the delivery model.	Cashable efficiency	A 6 week consultation will be undertaken with all residents living in the 3 sheltered plus housing schemes.	This will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met.	Likely to require changes to packages of care. Eligible needs will still be met but some people and their families may prefer alternative care and this could lead to dissatisfaction. Others may be more satisfied given increased levels of independence and meeting personal goals.	An equalities impact assessment has been undertaken and this proposal may have a minor negative impact on older adults and adults with some disabilities. The recommendation is to proceed with mitigating actions. Impact will be mitigated through consultation/Care Act Assessments where required.	(200)	0	0	0	0	0	(200)
Communities, Adults and Health	Adults5	Adult Social Care	Integrated Care	Assistive technology aims to achieve savings through preventative benefits and the potential to increase independence if individuals are given the appropriate Assistive Technology support; both in individuals' homes and in residential and nursing care.	Cashable efficiency	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Individuals and families will continue to be at the centre of the process as any plans are developed and supported.	This approach is expected to have a positive impact on service delivery	Satisfaction should increase for people, who will be enabled to live more independent lives through technology. Wherever a person requires or requests a social care needs assessment, these will continue to be carried out in accordance with the Care Act (2014).	An equalities impact assessment has been completed and shows an overall positive impact.	(350)	0	0	0	0	0	(350)
Communities, Adults and Health	Adults6	Adult Social Care	Integrated Care	Aligned with capital programme priorities, current revenue spend of £1m on Telecare that meets the capitalisation definition.	Other external funding	No service specific consultation required	No impact on service delivery expected	No resident or staff impact expected	An equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	(1,000)	0	0	0	0	0	(1,000)
Communities, Adults and Health	Adults7	Adult Social Care	Integrated Care	In line with our policy on how Direct Payments are monitored and reviewed, any unspent direct payment funds may be recouped by the council, while ensuring eligible needs are still being met.	Cashable efficiency	No service specific consultation required	No impact on service delivery expected	Satisfaction may decrease. Eligible needs will still be met but this may lead to dissatisfaction	An equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	(150)	0	0	0	0	0	(150)

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Communities, Adults and Health	Adults8	Adult Social Care	Integrated Care	This opportunity seeks to maximise the independence of people being discharged from hospital, supporting them at home where safe and appropriate to do so. In line with our enablement offer, enablement care will close at 6 weeks unless a need is identified for ongoing care and support.	Cashable efficiency	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Individuals and families will continue to be at the centre of the process as any plans are developed and supported.	This will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met.	Satisfaction should increase for people, who will be enabled to live more independent lives upon discharge from hospital. Wherever a person requires or requests a social care needs assessment, these will continue to be carried out in accordance with the Care Act (2014).	An equalities impact assessment has been completed and shows an overall positive impact.	(875)	0	0	0	0	0	(875)
Communities, Adults and Health	Adults9	Culture, Leisure, Arts & Sports	Leisure	Over-delivery against projected income from Greenwich Leisure Ltd (GLL) - the organisation responsible for running leisure centres in Barnet, on the council's behalf	Income generation	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	0	(1,200)	0	0	0	0	(1,200)
Communities, Adults and Health	Adults10	Adult Social Care	Integrated Care	Further enhancing work on strengths-based conversations and technology first approaches at the first point of contact for adult social care.	Cashable efficiency	Service specific consultation not required	This approach is expected to have a positive impact on service delivery	Satisfaction should increase for people, who should live more independent lives. Wherever a person requires or requests a social care needs assessment, these will continue to be carried out in accordance with the Care Act (2014).	An equalities impact assessment has been completed and shows an overall positive impact.	0	(500)	0	0	0	0	(500)
Communities, Adults and Health	Adults11	Adult Social Care	Integrated Care	Adult Social Care's The Right Home commissioning plan will set out the council's commissioning intentions for accommodation and support services for adults with additional needs, including those who are aged over 65+ with dementia and learning disabilities, and those aged 18-64 with learning disabilities and autism, physical disabilities and sensory impairment, and/or mental health needs. Savings would be delivered from more appropriate and accessible accommodation options that better meets people's needs; this reducing the associated costs of care and support; and enabling people to stay in their own homes for longer.	Cashable efficiency	Housing Strategy 2023 - 2028 consultation closed 16 June 2023 and is currently at feedback stage. This will inform the development of this proposal.	This change will increase the range and choice of services available in Barnet.	Satisfaction may increase for adults receiving this support who should be enabled to live more independent lives.	An equalities impact assessment has been completed and shows an overall positive impact.	0	(200)	0	0	0	0	(200)
Communities, Adults and Health	Adults12	Adult Social Care	Integrated Care	Reviewing the overall commissioning approach for Supported living, in particular relating to learning disabilities and mental health. This will increase the range and choice of services available in Barnet, increasing the availability of services which are cost effective and services which maximise independence.	Cashable efficiency	Consultation will be undertaken with providers ahead of any procurement exercise	This proposal will increase the range and choice of services available in Barnet.	Satisfaction should increase for people, who should live more independent lives from receiving more appropriate and tailored care and support services.	An equalities impact assessment has been completed and shows an overall positive impact.	0	(370)	0	0	0	0	(370)
Communities, Adults and Health	Adults13	Adult Social Care	Integrated Care	Reviewing and updating models of delivery for enablement providers to support a progression approach, which is that we should look for opportunities to increase independence with the appropriate care and support. This opportunity will also review the commissioning approach for short term residential and nursing care, to strengthen the pathway post-discharge before moving home or to permanent placement, to increase the range and choice of services available in Barnet, increasing the availability of services which are cost effective and services which maximise independence.	Cashable efficiency	Consultation will be undertaken with providers ahead of any procurement exercise	This proposal will increase the range and choice of services available in Barnet.	Satisfaction should increase for people, who should live more independent lives from receiving more appropriate and tailored care and support services.	An equalities impact assessment has been completed and shows an overall positive impact.	0	(200)	0	0	0	0	(200)
Communities, Adults and Health	Adults14	Adult Social Care	Integrated Care	Reviewing the overall commissioning strategy, in particular relating to transitions, to increase the range and choice of services available in Barnet, increasing the availability of services which are cost effective and services which maximise independence.	Cashable efficiency	Consultation will be undertaken with providers ahead of any procurement exercise	This proposal will increase the range and choice of services available in Barnet.	Satisfaction should increase for people, who should live more independent lives from receiving more appropriate and tailored care and support services.	An equalities impact assessment has been completed and shows an overall positive impact.	0	(160)	0	0	0	0	(160)
Communities, Adults and Health	Adults15	Adult Social Care	Extra Care Housing	Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. Proposed scheme of 50 units based with 50% high needs, 25% medium needs and 25% low needs.	Cashable efficiency	Design principles agreed through consultation on Extra Care 1 (Ansell Court) will be applied in extra care 2, e.g. all flats fully wheelchair accessible. Service specific consultation will be undertaken if required.	This change will increase the range and choice of services available in Barnet.	Satisfaction may increase for adults living in this provision who should be enabled to live more independent lives.	An equalities impact assessment has been completed and shows an overall positive impact.	(70)	0	0	0	0	0	(70)

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Communities, Adults and Health	Adults16	Adult Social Care	Extra Care Housing	A third Extra-Care Housing scheme has been developed at Cheshir House, with 75 units. Current savings projections are based on conservative assumptions using evidence from the first scheme.	Cashable efficiency	Design principles agreed through consultation on Extra Care 1 (Ansell Court) will be applied in extra care 3, e.g. all flats fully wheelchair accessible. Service specific consultation will be undertaken if required.	This change will increase the range and choice of services available in Barnet.	Satisfaction may increase for adults living in this provision who should be enabled to live more independent lives.	An equalities impact assessment has been completed and shows an overall positive impact.	(53)	0	0	0	0	0	(53)
Communities, Adults and Health	Adults17	Adult Social Care	Progression for people with a Learning Disability	This is a continuation of a saving based on the principle of 'progression', which is that we should look for opportunities for people with a learning disability to increase independence with the appropriate care and support. Working with people who use care and support services to be more independent and, where appropriate, to be supported with less intensive forms of support.	Cashable efficiency	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Individuals and families will continue to be at the centre of the process as any plans are developed and supported.	This will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met.	Likely to require changes to packages of care. Eligible needs will still be met but some people and their families may prefer alternative care and this could lead to dissatisfaction. Others may be more satisfied given increased levels of independence and meeting personal goals.	An equalities impact assessment has been completed and shows an overall positive impact.	(500)	0	0	0	0	0	(500)
Communities, Adults and Health	Adults18	Adult Social Care	Increased use of Prevention Services	The saving is based on Prevention Co-coordinators working with more people at the first point of contact for adults requesting care and support, to delay the development of care needs and ensure that preventative / alternative options to formal care are fully considered and utilised.	Cost avoidance	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Individuals and families will continue to be at the centre of the process as any plans are developed and supported.	This change will increase the range and choice of services available in Barnet.	Satisfaction should increase for people, who should live more independent lives. Wherever a person requires or requests a social care needs assessment, these will continue to be carried out in accordance with the Care Act (2014).	An equalities impact assessment has been completed and shows an overall positive impact.	(200)	0	0	0	0	0	(200)
Communities, Adults and Health	Adults19	Health & Wellbeing	Progression for people with a MH support need	This is a continuation of a saving based on the principle of 'progression', which is that we should look for opportunities for people with a mental health to increase independence with the appropriate care and support. Working with people who use care and support services to be more independent and, where appropriate, to be supported with less intensive forms of support.	Cashable efficiency	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Individuals and families will continue to be at the centre of the process as any plans are developed and supported.	Will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met.	Likely to require changes to packages of care. Eligible needs will still be met but some people and their families may prefer alternative care and this could lead to dissatisfaction. Others may be more satisfied given increased levels of independence and meeting personal goals.	An equalities impact assessment has been completed and shows an overall positive impact.	(500)	0	0	0	0	0	(500)
Communities, Adults and Health	Adults20	Adult Social Care	Continuing Health Care	Ensuring that residents are not unfairly paying for their own care when they are eligible for NHS funding via Continuing Health Care (CHC). North Central London has a relatively low rate of CHC funding at present.	Income generation	No service specific consultation required	This approach is expected to have a positive impact on service delivery	No resident or staff impact expected	An equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	(1,000)	0	0	0	0	0	(1,000)
Communities, Adults and Health	Adults21	Adult Social Care	Employment for Adults who require Care and Support	A new Council wide carved employment scheme to provide a useful step on the work undertaken by BOOST. Promotes independence and reduces need for more traditional day services and their associated costs.	Cashable efficiency	No service specific consultation required	This approach is expected to have a positive impact on service delivery	Satisfaction may increase for adults receiving this support who should be enabled to live more independent lives.	An equalities impact assessment has been completed and shows an overall positive impact.	(60)	0	0	0	0	0	(60)
Communities, Adults and Health	Adults22	Adult Social Care	Housing for Adults who require Care and Support	Increased joint working with housing to increase access to settled social housing tenancies for adults who require care and support and more effective use of the approved framework, including neighbourhood networks and floating support lots.	Cashable efficiency	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Individuals and families will continue to be at the centre of the process as any plans are developed and supported.	This approach is expected to have a positive impact on service delivery	Satisfaction may increase for adults receiving this support who should be enabled to live more independent lives.	An equalities impact assessment has been completed and shows an overall positive impact.	(150)	0	0	0	0	0	(150)

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Communities, Adults and Health	Adults23	Culture, Leisure, Arts & Sports	Semi permanent café sites	Introduction of semi-permanent café buildings at five sites within the Borough, generating revenue through lease arrangements.	Income generation	Market engagement to review interest in proposal.	Increase in facilities across the parks and open spaces portfolio. Anticipated that specific lease agreements will be secured with market providers / organisations to deliver offer.	The opportunity is anticipated to improve customer satisfaction, providing venues within parks for the community.	An Equality Impact Assessment (EqIA) will be produced as the specific proposals develop.	(24)	0	0	0	0	0	(24)
Communities, Adults and Health	Adults24	Culture, Leisure, Arts & Sports	Tennis facilities	Improvement plan for tennis delivery and facilities within Barnet, with the intention of establishing a revenue generating model.	Income generation	As proposals are developed, service consultation and engagement will be undertaken as required.	Strategic approach to tennis management and delivery across Barnet, improved operations and efficiency with booking process. Opportunity to generate income which can be reinvested back into creating sustained service.	Potential resident objection in respect of introducing charges for court hire which may have previously been at nil cost. The Outline Business Case will detail a proposed pricing structure to ensure where appropriate concessions are offered in order to co-ordinate a balanced programme.	A full EqIA will be completed as part of the review and evaluation of the Tennis Pilot prior to the implementation of the Tennis Project.	(37)	0	0	0	0	0	(37)
Communities, Adults and Health	Adults25	Environment & Climate Change	Biodiversity net gain	Under the Environment Act 2021, all planning permissions granted will have to deliver at least 10% biodiversity net gain. Improvements can be purchased through a statutory biodiversity credits scheme.	Income generation	DEFRA undertook public consultation on the Environment Act 2021. More information can be found via the www.gov.uk	Improvements to local environment (increased biodiversity).	Anticipated positive impact, to be measured through annual resident perception survey.	To be undertaken as local nature recovery plan develops.	(12)	0	0	0	0	0	(12)
Communities, Adults and Health	Adults26	Culture, Leisure, Arts & Sports	West Hendon Playing Fields Master Plan	Delivery of West Hendon Playing Fields Masterplan. Progress with Royal Institute of British Architects (RIBA). Potential phased development would return savings from prioritised facilities.	Income generation	The Council will be producing a Local Nature Recovery Plan, once drafted this will be subject to public consultation in 2024.	It is anticipated that subject to investment and scheme approval, there will be a responsibility for the service to manage contracts/ slaps/ partnerships as a result of delivery. This will be reviewed as part of a management options appraisal, detailed within the Outline Business Case.	Investment into West Hendon Playing Fields will transform opportunities for local residents, providing a range of facility mixes and improved environmental benefits.	EqIA and HIA undertaken as part of Environment Committee report (March 2020). https://barnet.moderngov.co.uk/ie/ListDocuments.aspx?Cid=695&Mid=9910&Ver=4 Further EqIA / HIA to be completed as part of design development / Outline Business Cases	0	(200)	0	0	0	0	(200)
Communities, Adults and Health	Adults 27	Adult Social Care	Integrated Care	Reductions in demand pressures due to prevention work	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	0	0	(3,000)	(3,000)	(3,000)	(3,000)	(12,000)
Communities, Adults and Health	Adults 28	Adult Social Care	Integrated Care	Additional funding - increase to the council element of the Better Care Fund Discharge Fund	Other external funding	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(2,200)	2,200	0	0	0	0	0
Communities, Adults and Health	Adults 29	Environment & Climate Change	CIL	Explore options of green Spaces & leisure revenue funding that can be funded from CIL including operational running costs.	Other external funding	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(2,014)	0	0	0	0	0	(2,014)
TOTAL										(10,600)	(630)	(3,000)	(3,000)	(3,000)	(3,000)	(23,230)

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Customer & Place	SS01	Environment & Climate Change	Street Scene	Street Scene Commercial Waste Fees & Charges	Income generation	Part of annual fees and charges consultation and governance mechanism.	This proposal will generate additional income for the council and is not anticipated to impact on service delivery.	This saving may have an adverse impact on customer satisfaction.	An EqIA is not required.	(100)	0	0	0	0	0	(100)
Customer & Place	SS02	Environment & Climate Change	Street Scene	Street Scene Jolt Charge Points	Income generation	Consultation will be in the form of Planning Application Process, Section 17 Notices and Traffic management Order Process	This proposal will generate additional income for the council and is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	Limited number of sites which have been carefully selected and gone through a planning process which takes such considerations into account	(275)	(165)	0	0	0	0	(440)
Customer & Place	SS03	Environment & Climate Change	Street Scene	Street Scene Alternate Side Cleansing	Cashable efficiency	No service specific consultation required	Any service impact will be mitigated by enhanced residential cleanse (4 times a year)	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(65)	0	0	0	0	0	(65)
Customer & Place	HGF2	Homes & Regeneration	Housing and Regeneration	Colindale Gardens - Purchase of 249 units to be let at social rents, reducing the demand for Temporary Accommodation across the borough.	Cashable efficiency	Service specific consultation will be undertaken as required.	This proposal will generate additional income for the council and is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(872)	(26)	(27)	(28)	(29)	(29)	(1,011)
Customer & Place	HGF3	Homes & Regeneration	Housing and Regeneration	Bespoke cash incentive offer to private landlords on 80 additional larger units to retain Temporary Accommodation tenants.	Cashable efficiency	Service specific consultation will be undertaken as required.	This proposal will generate additional income for the council and is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	0	(262)	(277)	(31)	(31)	(32)	(633)
Customer & Place	HGF4	Homes & Regeneration	Housing and Regeneration	Acquired Houses in Multiple Occupancy, to reduce the need to place people in hotels.	Cashable efficiency	Service specific consultation will be undertaken as required.	This proposal will generate additional income for the council and is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	0	(93)	(98)	0	(6)	(6)	(203)
Customer & Place	HGF5	Homes & Regeneration	Housing and Regeneration	Targeted acquisitions of affordable homes through Open Door Homes (subsidised with grant)	Cashable efficiency	Service specific consultation will be undertaken as required.	This proposal will generate additional income for the council and is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(91)	(192)	(205)	(117)	(19)	(19)	(643)
Customer & Place	HGF6	Homes & Regeneration	Housing and Regeneration	Improved Homelessness prevention with early intervention and targeted activity	Cashable efficiency	Service specific consultation will be undertaken as required.	This proposal will generate additional income for the council and is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(131)	(255)	(12)	(12)	(12)	(13)	(435)
Customer & Place	HGF7	Homes & Regeneration	Housing and Regeneration	Silk House & Shoelands Estate regeneration project of circa 26 net new social rent homes.	Cashable efficiency	Service specific consultation has been undertaken on the scheme as it has been developed. Further service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	0	0	0	0	(68)	(68)
Customer & Place	HGF8	Homes & Regeneration	Housing and Regeneration	Coppies Grove redevelopment project of circa 6 net new social rent homes.	Cashable efficiency	Service specific consultation has been undertaken on the scheme as it has been developed. Further service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	0	0	0	(15)	(16)	(31)
Customer & Place	HGF9	Homes & Regeneration	Housing and Regeneration	Moss Hall Grove redevelopment project of circa 6 net new social rent homes.	Cashable efficiency	Service specific consultation has been undertaken on the scheme as it has been developed. Further service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	0	0	(15)	(30)	(1)	(46)
Customer & Place	HGF10	Homes & Regeneration	Housing and Regeneration	Daws Lane development project of circa 10 new social rent homes.	Cashable efficiency	Service specific consultation has been undertaken on the scheme as it has been developed. Further service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	0	0	(25)	(26)	(2)	(53)
Customer & Place	HGF11	Homes & Regeneration	Housing and Regeneration	Grahame Park North East phase 1 regeneration project of circa 30 new social rent homes.	Cashable efficiency	Service specific consultation has been undertaken on the scheme as it has been developed. Further service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	0	0	0	(76)	(81)	(157)
Customer & Place	HGF12	Homes & Regeneration	Housing and Regeneration	Focus on optimising existing council stock that can be used to house households residing in TA, discretionary succession, tenants who have moved into a care setting or have a custodial sentence.	Cashable efficiency	Service specific consultation will be undertaken as required.	This proposal will generate additional income for the council and is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(34)	(94)	(4)	(4)	(4)	(4)	(144)
Customer & Place	HGF13	Homes & Regeneration	Housing and Regeneration	Downsizing properties to free up larger HRA properties	Cashable efficiency	Service specific consultation will be undertaken as required.	This proposal will generate additional income for the council and is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(64)	(54)	(17)	(13)	(19)	(9)	(176)

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Customer & Place	ESTS1	Resources & Effective Council	Estates	Acceleration of estate optimisation - Review of Managed Estate and Community Assets to see what available space can be used for corporate lettings and options to co-locate services	Income generation	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(100)	(20)	0	0	0	0	(120)
Customer & Place	ESTS2	Resources & Effective Council	Estates	Increased income through Section 42 Valuations, during lease extension process.	Income generation	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(20)	0	0	0	0	0	(20)
Customer & Place	ESTS3	Resources & Effective Council	Estates	Increased income to property services by increasing the charge for valuations of right to buy properties, to be in line with market.	Income generation	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(20)	0	0	0	0	0	(20)
Customer & Place	ESTS4	Resources & Effective Council	Estates	Increased income through charging for Surveyors Costs on lease variations	Income generation	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(18)	0	0	0	0	0	(18)
Customer & Place	BTR	Homes & Regeneration	Housing and Regeneration	On-going rental income from three Build to Rent schemes on former car parks	Income generation	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	0	0	0	0	(1,021)	(99)	(1,121)
Customer & Place	SSP13 - LINKED	Environment & Climate Change	Street Scene	Parking Traffic Management (CPZ programme)	Income generation	CPZ's proposed in the four year programme for traffic management will each require community and ward member engagement at the development stage and statutory consultation (six months) once implemented as an experimental traffic order.	Specific funding and resourcing profile submitted and agreed by CSB.	Some positive for those affected by parking issues at the moment but potential negative perception/feedback from those in roads to be included in zones not affected by parking issues at that point in time.		0	0	(378)	(300)	(300)	(100)	(1,078)
Customer & Place	HGFPRES3 - LINKED	Homes & Regeneration	Housing and Regeneration	Reduce requirement to provide Breakfast for TA in hotels with no access to cooking facilities, as demand for use of hotels begins to reduce.	Cashable efficiency	Service specific consultation will be undertaken as required.	Short-term service is being reduced down in line with need.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	0	(41)	(43)	(58)	0	0	(142)
Customer & Place	HGFPRES4 - LINKED	Homes & Regeneration	Housing and Regeneration	Reduce need for prevention staff and contract costs which were increased in 2024/25 to manage the increase in homelessness demand.	Other external funding	Service specific consultation will be undertaken as required.	Short-term team to be wound down in line with forecasted reduction in demand	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	0	0	(211)	(251)	(204)	0	(665)
Customer & Place	ESTP2 - LINKED	Resources & Effective Council	Estates	Reduce short-term Estates Planned Maintenance budget.	Cashable efficiency	Service specific consultation will be undertaken as required.	The service is being wound down in line with need.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	0	0	(200)	0	0	0	(200)
Customer & Place	ESTP3 - LINKED	Resources & Effective Council	Estates	Reduce short-term Caretakers Houses condition surveys and works budget.	Cashable efficiency	Service specific consultation will be undertaken as required.	The service is being wound down in line with need.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	0	0	(20)	0	0	0	(20)
Customer & Place	PBCP1 - LINKED	Homes & Regeneration	Housing and Regeneration	Increase in existing and new Planning fee income and Building Control and Land Charges fees and charges income. Including increasing resources to generate additional volume of income generating activities across the borough.	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	0	(590)	(229)	0	0	0	(819)
Customer & Place	H&G_sav2	Environment & Climate Change	Estates	Solar panels – To accelerate de-carbonisation and either sell energy back to grid or offset existing council energy bills.	Income generation	Service specific consultation will be undertaken if required once the proposals have been developed in full.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	(50)	(100)	0	0	0	(150)
Customer & Place	H&G_inc4	Resources & Effective Council	Estates	Additional income from the existing commercial portfolio, including new lettings and rent reviews.	Income generation	Service specific consultation will be undertaken as required.	This proposal will generate additional income for the council and is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(20)	(20)	(10)	0	0	0	(50)
Customer & Place	H&G_inc12	Resources & Effective Council	Estates	Letting out a second floor of the Colindale office.	Income generation	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(323)	0	0	0	0	0	(323)
Customer & Place	H&G_sav7	Homes & Regeneration	Housing Strategy	The delivery of 52 homes on Hermitage Lane, of which 15 will be affordable and available for letting to Barnet housing applicants. Provision of this affordable supply will result in increased temporary accommodation cost avoidance.	Cost avoidance	Service specific consultation has been undertaken on the scheme as it has been developed. Further service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An Equality Impact Assessment (EqIA) has been completed, which indicated there were no expected negative impacts. This will be kept under review as the specific proposals develop.	(68)	0	0	0	0	0	(68)

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Customer & Place	H&G_sav6	Homes & Regeneration	Housing Strategy	The delivery of 250 homes across 3 schemes. Units will be funded through Housing Revenue Account borrowing and delivered in 2025/26. Provision of this affordable supply will result in increased temporary accommodation cost avoidance and a general fund benefit.	Cost avoidance	Service specific consultation will be undertaken as required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An Equality Impact Assessment (EqIA) has been completed, which indicated there were no expected negative impacts. This will be kept under review as the specific proposals develop.	0	(77)	0	(150)	0	0	(227)
Customer & Place	H&G_sav6b	Homes & Regeneration	Housing Strategy	Delivery of 60 affordable homes on Fosters Estate	Cost avoidance	There was an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the Housing and Homelessness Strategy consultations that took place in 2019 https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping - Service specific consultation will be undertaken with residents living on affected estates.	This saving is not anticipated to impact on service delivery.	Satisfaction of existing residents living in blocks could be affected, who will be consulted as specific proposals develop.	An initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	(145)	(150)	0	0	0	(295)
Customer & Place	H&G_sav6c	Homes & Regeneration	Housing Strategy	Basing Way - 46 homes resulting in Temporary Accommodation cost avoidance	Cost avoidance	There was an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the Housing and Homelessness Strategy consultations that took place in 2019 https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping - Service specific consultation will be undertaken with residents living on affected estates.	This saving is not anticipated to impact on service delivery.	Satisfaction of existing residents living in blocks could be affected, who will be consulted as specific proposals develop.	An initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	(217)	0	0	0	0	0	(217)
Customer & Place	H&G_sav5	Homes & Regeneration	Housing Strategy	Additional 72 homes for affordable rent built by Open Door Homes. Savings Achieved as these homes will provide a cheaper alternative to temporary accommodation and Open Door Homes will pay a premium to the council for each property.	Cost avoidance	There was an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the Housing and Homelessness Strategy consultations that took place in 2019 https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping - Service specific consultation will be undertaken with residents living on affected estates.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	0	(54)	0	0	0	(54)
Customer & Place	H&G_inc7	Homes & Regeneration	Housing Strategy	Income received as dividends on completion of the additional 72 homes for affordable rent built by Open Door Homes.	Income generation	Service specific consultation has been undertaken on the scheme as it has been developed. Further service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	0	0	(22)	0	0	0	(22)
Customer & Place	H&G_sav4	Homes & Regeneration	Housing Strategy	Build 87 new council homes for rent on top of existing council housing blocks. Savings achieved as these homes will provide a cheaper alternative to temporary accommodation.	Cost avoidance	There was an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the Housing and Homelessness Strategy consultations that took place in 2019 https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping - Service specific consultation will be undertaken with residents living on affected estates.	This saving is not anticipated to impact on service delivery.	Satisfaction of existing residents living in blocks could be affected, who will be consulted as specific proposals develop.	An initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	(94)	(288)	0	0	0	(382)
Customer & Place	H&G_sav3	Homes & Regeneration	Housing Strategy	Buyback of properties through GLA Buyback grant, which the council will use for temporary accommodation.	Cost avoidance	Service specific consultation has been undertaken on the schemes as part of the planning process.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(217)	(48)	0	0	0	0	(265)
Customer & Place	H&G_sav2	Homes & Regeneration	Growth & Housing	Review of prior year pressures bid for the kick start of Feasibility studies, considering bringing forward sites for new regen schemes. Budget no longer required as alternative funding has been identified.	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(120)	0	0	0	0	0	(120)
Customer & Place	C&P_sav1	Resources & Effective Council	Commercial	Commercial team - partnership (cost of clienting major contracts)	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(80)	0	0	0	0	0	(80)
Customer & Place	C&P_sav4	Resources & Effective Council	Programme, Performance & Risk	Targeted efficiencies across the Performance, Programmes and Risk service	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(59)	0	0	0	0	0	(59)

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Customer & Place	ENV27	Environment & Climate Change	Highways	Improved Management of Skips placed on the Public Highway - Utilise available legislation to better manage the safety impact of skips being placed on the Public Highway, including ensuring that all skips placed have been approved with appropriate Licences and that such licence conditions are fully compliant. Whilst there will be costs involved in increased resources to monitor this activity there are also mechanisms within the legislation to recover costs where non-compliance is evident. Currently a low level of compliance is occurring and this raises safety concerns for all highway users and therefore increased focus in this area will be beneficial for all.	Income generation	As required by the specific Legislation related to this area of activity.	Improved safety on the Public Highway	Positive impact on highway users through the management of illegal skips on the highway	The need for an equality impact assessment (EqIA) will be kept under review as the proposal develops and carried out if required.	(25)	0	0	0	0	0	(25)
Customer & Place	SSOP1	Environment & Climate Change	Street Scene	500+ EV charge points installed in residential roads.	Income generation	Consultation will be in the form of Section 17 Notices and Traffic Management Order Process	Improving the EV Infrastructure as more EV charge points available	Increased for EV drivers, although those not thinking of transitioning anytime soon may think negatively.	Sites and solutions carefully selected to minimise impacts, whilst addressing active requests and supporting the Council ambitions to achieve NetZero.	71	(126)	(310)	0	0	0	(365)
Customer & Place	SSOP2	Environment & Climate Change	Street Scene	Commercial income generation pilot - Grounds Maintenance & Street Cleansing	Income generation	Part of existing annual fees and charges consultation and governance mechanism.	No major impact, staff capacity and training will be enhanced.	Possible positive impact by offering additional services	No, as no new fundamental changes to service offer or charge application parameters.	(17)	(20)	(30)	0	0	0	(67)
Customer & Place	SSOP5	Environment & Climate Change	Environment & Climate Change	Cease COVID litter picking arrangements in parks.	Cost avoidance	No service specific consultation is required	Potential negative effect on satisfaction in the short term resulting from any change to existing arrangements.	Potential negative effect on satisfaction in the short term resulting from any change to existing arrangements.	An EqIA is not required	(124)	0	0	0	0	0	(124)
Customer & Place	HWOP3	Environment & Climate Change	Highways	Expansion of Damage to Highways service based upon successful delivery model currently delivered in one third of the borough. Expansion of the delivery model will require additional resources - on site inspector and back office administration.	Income generation	Already approved by Council at Environment & Climate Change Cabinet Meeting on 18 Jul 2023	Requires recruitment of additional resource to deliver but offset by additional income	Cost of damage to be covered by those responsible leaving more reactive funding to respond to customer enquiries should be broadly welcomed.	An EqIA is not required.	(50)	0	0	0	0	0	(50)
Customer & Place	HWOP4	Environment & Climate Change	Highways	Introduction of a "Green Claims" insurance reclaim model in cooperation with the central insurance team. Currently the council is configured to defend insurance claims from third parties as a result of an alleged incident on the councils land e.g. slips / trips falls etc., these are called "Red Claims". There is a proven industry model that the council can deploy to seek recovery of costs from third parties where they have damaged council property, the Highways and Insurance teams have been trialing this approach in 2022. The proposal is to formalise this approach to pursue cost recovery by third parties on the network	Income generation	No public consultation required. Highways SMT to work with Central Insurance Team.	Recovery of costs to repair the Highway from 3rd part damage can be utilised for other Highway improvements	Cost of damage to be covered by those responsible leaving more reactive funding to respond to customer enquiries should be broadly welcomed.	An EqIA is not required.	(75)	0	0	0	0	0	(75)
Customer & Place	C&P1	Environment & Climate Change	Customer and Place	Realising opportunities to deliver potential efficiencies arising from the creation of the Customer & Place Directorate by working together and delivering services differently. The Customer & Place Directorate consolidated the Growth & Corporate, Street Scene, Highways, key Re Services and CSG Estates functions.	Cashable efficiency	Service specific consultation will be undertaken as required.	The saving will have a positive impact on service delivery	This saving will not have an adverse impact on customer satisfaction.	A view will be taken on EqIAs as specific proposals are identified	(50)	(200)	0	0	0	0	(250)
Customer & Place	C&P2	Environment & Climate Change	Customer and Place	Identifying opportunities to deliver potential efficiency savings by implementing new operating models that consolidate cross-service operations and processes that currently interface from different Directorates. The suggested areas of focus are: -interface between Grounds Maintenance and Cateries teams -interface between Street Scene and BELS on Passenger Transport -consolidated enforcement activity -Highways insurance claims -interface between Grounds Maintenance and Green Spaces teams	Cashable efficiency	Service specific consultation will be undertaken as required.	The saving will have a positive impact on service delivery	This saving will not have an adverse impact on customer satisfaction.	A view will be taken on EqIAs as specific proposals are identified	(150)	(150)	0	0	0	0	(300)
Customer & Place	HWOP5	Environment & Climate Change	Highways	Highways Investment Strategy Efficiencies	Cashable efficiency	No service specific consultation required	No Impact	No Impact	An EqIA is not required.	(768)	0	0	0	0	0	(768)
Customer & Place	CIL3	Resources & Effective Council	CIL	Explore options of Estates revenue funding that can be funded from CIL including operational running costs.	Other external funding	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(1,654)	0	0	0	0	0	(1,654)
Customer & Place	CIL4	Resources & Effective Council	CIL	Explore options of Employment Skills & Economic Development revenue funding that can be funded from CIL including operational running costs.	Other external funding	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(799)	0	0	0	0	0	(799)

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Customer & Place	SS06	Environment & Climate Change	Street Scene	Introduce chargeable dispensation parking product which will allow a vehicle to park in a controlled parking area when they would not ordinarily be able to e.g. contractors and utilities companies may request this while they are undertaking in an adjacent road or area.	Income generation	Part of existing annual fees and charges consultation and governance mechanism.	Marginal staff resource impact should stock piling risk be realised.	Possible negative perception and risk of stock piling purchases up to upper limit prior to fee changes.	As part of the annual fees and charges process.	(10)	(25)	0	0	0	0	(35)
Customer & Place	SS10	Resources & Effective Council	Street Scene	Explore options of use of Neighbourhood CIL to support street cleansing services	Other external funding	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(200)						(200)
Customer & Place	H&G_sav13	Resources & Effective Council	Growth & Housing	CIL admin (Worked out as 5% of income, using the increase next year for eligible expenditure).	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(400)						(400)
Customer & Place	C&P3	Resources & Effective Council	Customer and Place	Review Financial support to voluntary sector	Cashable efficiency	Engagement with the voluntary sector partners is underway and will continue as proposals develop. The impact of any funding allocation/budget change on the organisations (and then onwards to community groups and residents) will be established through that engagement. We would expect to be able to undertake an EqIA in due course as proposals become clear[er].	Impact on service delivery will be assessed once proposals have been developed further	Impact on customer satisfaction will be assessed once proposals have been developed further	EqIA requirements will be assessed once proposals have been developed further	(200)						(200)
Customer & Place	ESTS5	Resources & Effective Council	Estates	Reducing staff parking by 50 spaces	Income Generation	Changes to parking arrangements will be communicated with staff as and when required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(50)	0	0	0	0	0	(50)
Customer & Place	ESTS6	Resources & Effective Council	Estates	Letting out a third floor of the Colindale office.	Income Generation	No service specific consultation required	This saving is anticipated to impact on service delivery. But, this could be minimal, as long as managers plan and coordinate when staff need to be in the office	This saving will not have an adverse. An EqIA is not required. impact on customer satisfaction.	An EqIA is not required.	0	(300)	0	0	0	0	(300)
Customer & Place	SS07	Resources & Effective Council	Street Scene	Uplift visitor parking permit fee that are sold to residents for use by their guests/visitors to park in areas where parking controls are in place.	Income Generation	Part of existing annual fees and charges consultation and governance mechanism.	This saving is not anticipated to impact on service delivery.	Possible negative perception	As part of the annual fees and charges process.	(100)	0	0	0	0	0	(100)
Customer & Place	SS08	Resources & Effective Council	Street Scene	Review bin provision (size)/ Policy	Income Generation	Yes, consultation will be required	This saving is not anticipated to impact on service delivery.	Potential negative impact in short term	An EqIA will be required as part of any policy change.	0	(100)	(200)	0	0	0	(300)
Customer & Place	SS09	Resources & Effective Council	Street Scene	Enhance biodiversity by reducing grass cutting on average to eight times a year	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required. We are not anticipating that this will make some places less accessible to disabled persons. We are considering different grass cutting approaches but this will include the cutting of pathways and access routes through areas that are allowed to grow longer.	0	(75)	0	0	0	0	(75)
TOTAL										(7,495)	(3,221)	(2,885)	(1,004)	(1,792)	(479)	(16,877)

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Public Health	PR1	Health & Wellbeing	Intelligence and Insight	General fund contribution to Intelligence and Insight and Health, Safety and Wellbeing Team.	Other External Funding	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(54)	(20)	(20)	(20)	(20)	(15)	(149)
TOTAL										(54)	(20)	(20)	(20)	(20)	(15)	(149)

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Strategy & Resources	Re001	Resources & Effective Council	Treasury	A budget exists for early retirement costs for teachers which has tapering costs based on activity. This saving is due to budget that can be released based on average current costs.	Cost avoidance	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(437)	0	0	0	0	0	(437)
Strategy & Resources	Re008	Resources & Effective Council	Increased use of technology	Stopping the cash collection service to schools and council departments - channel shifting to more secure alternatives that the council provide such DD, standing orders, PayPoint etc.	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(68)	0	0	0	0	0	(68)
Strategy & Resources	Re010	Resources & Effective Council	Increased use of technology	Review of licenses across the organisation due to retiring legacy systems	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	0	(300)	0	0	0	0	(300)
Strategy & Resources	Re011	Resources & Effective Council	Live Unlimited	Operations Director - Salary recharge to Live unlimited	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(30)	(30)	0	0	0	0	(60)
TOTAL										(535)	(330)	0	0	0	0	(865)

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Cross-Council	CS2	Resources & Effective Council	Senior Management Review	Senior Management Review	Cashable efficiency	Consultation requirements will be assessed once proposals have been developed further	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	EqlA requirements will be assessed once proposals have been developed further	(500)	0	0	0	0	0	(500)
Cross-Council	CS4	Resources & Effective Council	Digital Transformation	8 digital propositions are being taken forward to the next stage of due diligence. 1. Using data to pre-empt demand for adults services in the next 1-3 years before they make contact; 2. Developing a 'live' Single Citizen View, that can be used to check eligibility for Single Person Discount for Council Tax and detect potential fraud; 3. Combining data from multiple council systems, health organisations and schools to detect House in Multiple Occupancy (HMO) fraud; 4. Providing ultra-rapid DC electric vehicle charging points in public locations such as car parks, shopping centres, and high traffic roads etc to provide the required infrastructure to the community; 5. Moving to a pre-emptive pro-active model that reduces cost of Domiciliary Care packages and pre-empts escalating care needs; 6. Placing cameras on fleet vehicles to automatically monitor and record highways incl. potholes, signage, overgrowing vegetation. 7. Stopping financial leakage by using analytics capabilities against policies to identify anomalies to ensure that the correct services are being provided; and 8. Using automated simple email and text reminders to remind people behind on debt payments and for automatic renewals.	Cashable efficiency	Consultation requirements will be assessed once proposals have been developed further	This saving is anticipated to positively impact on service delivery.	This saving is anticipated to positively impact customer satisfaction.	EqlA requirements will be assessed once proposals have been developed further	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(12,000)
Cross-Council	CS5	Resources & Effective Council	Pensions	Temporary reduction in employer contribution	Cashable efficiency	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqlA is not required.	(5,000)	0	5,000	0	0	0	0
Cross-Council	CS6	Resources & Effective Council	Staffing	Reduce establishment across the organisation	Cashable efficiency	Consultation requirements will be assessed once proposals have been developed further	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	EqlA requirements will be assessed once proposals have been developed further. HR policies will be followed.	(2,000)	0	0	0	0	0	(2,000)
TOTAL										(9,500)	(2,000)	3,000	(2,000)	(2,000)	(2,000)	(14,500)

MTFS 2024-2030 - Service Pressures

Department	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Assurance	495	0	0	0	0	0	495
Children and Family Services	8,157	839	1,069	0	0	0	10,065
Communities, Adults and Health	23,993	87	0	0	0	0	24,079
Customer & Place	6,244	2,503	3,192	659	412	69	13,080
Public Health	600	0	0	0	0	0	600
Strategy & Resources	3,574	0	0	0	0	0	3,574
Sub-total	43,063	3,429	4,261	659	412	69	51,893
Additional pressures provided for future years	0	11,571	10,739	14,341	14,588	14,931	66,170
TOTAL	43,063	15,000	15,000	15,000	15,000	15,000	118,063

Department	Ref.	Service	Description	Pressure Category	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000	One-Off / On-going
Assurance	ASSP1	Community Safety	The Prevent co-ordinator undertakes statutory duties. The council currently received funding for this post from Central Government. Post funding will end in March 2023, but the statutory responsibility remains with Barnet council. The existing post requires based budget funding if it is to continue.	Income Challenge	78	0	0	0	0	0	78	On-going
Assurance	ASSP2	Community Safety	CST FPN challenge The pressure largely relates to fewer Fixed Penalty Notices generated by the Community Safety team than original forecast. • Officer time has also been diverted to wider council priorities, so expected targets are proving challenging under current arrangements. • No drawdown from contingency budget awarded for Hubs and walks is reflected within this.	Income Challenge	417	0	0	0	0	0	417	On-going
TOTAL					495	0	0	0	0	0	495	

Department	Ref.	Service	Description	Pressure Category	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000	One-Off / On-going
Children and Family Services	CFS1	Corporate Parenting and Disability	External residential increase in market costs and numbers and complexity of young people supported	Market costs	4,600	0	0	0	0	0	4,600	On-going
Children and Family Services	CFS3	Corporate Parenting and Disability	Increased use of Independent Fostering Agencies	Demand	1,400	0	0	0	0	0	1,400	On-going
Children and Family Services	CFS5	Corporate Parenting and Disability	Section 17 - Social Care Placements	Market costs	300	0	0	0	0	0	300	On-going
Children and Family Services	CFS8	BELS	Risk of NEET (Not in Education, Employment or Training) Programme due to S106 funding not being assured	Income challenge	250	0	0	0	0	0	250	On-going
Children and Family Services	CFS9	Assessment, Intervention and Planning	Section 17 - Children in Need (AIP)	Demand	430	0	0	0	0	0	430	On-going
Children and Family Services	CFS11	YOT, Risk and Vulnerability	Emergency Duty Team (in-house or external)	Market costs	120	0	0	0	0	0	120	On-going
Children and Family Services	CFS12	Libraries	Libraries - staffing budget not currently at the midpoint for the agreed establishment	Market costs	117	0	0	0	0	0	117	On-going
Children and Family Services	CFS13	Libraries	Libraries - unachievable income for the whole service	Income challenge	76	0	0	0	0	0	76	On-going
Children and Family Services	CFS15	SEND Regional Funding - PRESSURE	Additional Pressure as linked to a saving	Demand	0	0	30	0	0	0	30	On-going
Children and Family Services	CFS16	Early Help 0-19	Additional security costs for Child Protection Conferences	Market costs	25	0	0	0	0	0	25	on-going
Children and Family Services	CFS17	Education Skills	Home to school transport cost pressure as a result of rising Education and Health Care Plans	Demand	308	308	308	0	0	0	924	on-going
Children and Family Services	CFS18	Children with disabilities	Respite & Home Support Pressures in costs and numbers of young people supported.	Demand	145	145	145	0	0	0	435	on-going
Children and Family Services	CFS19	Placements	Ext Residential Care Pressures in costs of high cost placements	Demand	200	200	200	0	0	0	600	on-going
Children and Family Services	CFS20	Placements	Residence Orders & Special Guardianship Cohort size increases.	Demand	186	186	186	0	0	0	558	on-going
Children and Family Services	CFS21	Education, Strategy and Partnership	ISS School Catering - contract extension / renegotiation	Income challenge	0	0	200	0	0	0	200	One-off
TOTAL					8,157	839	1,069	0	0	0	10,065	

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

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

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

Department	Ref.	Service	Description	Pressure Category	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000	One-Off / On-going
Strategy & Resources	S&R1	Revs and Bens	Housing Benefits Payments is facing a net pressure resulting from the gap between Temporary Accommodation expenditure and the recoverable subsidy income.	Demand	3,574	0	0	0	0	0	3,574	On-going
				TOTAL	3,574	0	0	0	0	0	3,574	

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Sustainability Update

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

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

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

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

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

Measures and progress in 2023-24

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

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

We've also secured external funding including:

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

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

Measures in 2024-25

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

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

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

Future measures: Getting to 2042 – the borough target.

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

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

Net zero – Capital Projects Existing Pipeline

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

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

Funding required to get to net zero.

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

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

Sustainability and the Infrastructure Development Plan (IDP)

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

Uncertainty over funded initiatives

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

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

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

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

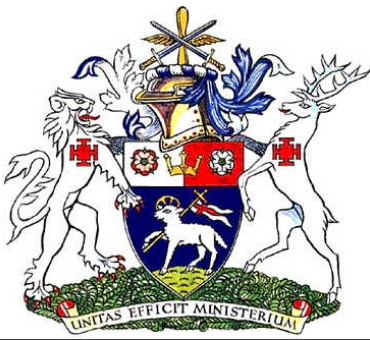
Next steps

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

Challenges to ourselves

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

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



AGENDA ITEM 8
Overview and Scrutiny Committee

Title	Cabinet Forward Plan
Date of meeting	21 November 2023
Report of	Head of Governance
Wards	All
Status	Public
Urgent	No
Appendices	Appendix A – Cabinet Forward Plan (Key Decision Schedule)
Officer Contact Details	Andrew Charlwood, Head of Governance Andrew.Charlwood@barnet.gov.uk

Summary

The report details the Cabinet Forward Plan for 2023/24. The Committee is requested to consider any items they may wish to request for pre-decision scrutiny during 2023-2024. Items that the Committee may wish to request for pre-decision scrutiny during 2023/24 will be include in the Committee’s work programme for 2023/24.

Recommendations

That the Overview and Scrutiny Committee considers the Cabinet Forward Plan and any items the Committee may wish to request for pre-decision scrutiny during 2023/24.

1. Reasons for the Recommendations

- 1.1 The Council’s Constitution (Committee Procedure Rules, Part 3C, Section 38) states: Overview and Scrutiny Committee and Sub-Committees have the power and responsibility to review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are the responsibility of the executive.
- 1.2 The attached Appendix A sets out the upcoming Key Decisions which the Authority proposes to take at forthcoming Cabinet meetings. The committee is requested to review the plan and determine if there are any items that the committee may wish to request for pre-decision scrutiny during 2023/24.

2. Alternative Options Considered and Not Recommended	
2.1	The committee could decide to not review the Cabinet Forward Plan. However, this is not recommended as non-Executive Members should have the opportunity to have an input in major policies and strategies as they are in development.
3. Post Decision Implementation	
3.1	Any item that is subject to pre-decision scrutiny will be included in the committee's work programme for 2023/24.
4. Corporate Priorities, Performance and Other Considerations	
Corporate Plan	
4.1	This report is aligned with the key priorities in the new corporate plan. Built on the pillars of "caring for people, our places and the planet" and underpinned by a foundation of being Engaged and Effective. The work of Overview and Scrutiny will support the Council in becoming a 'listening council' collaborating and building a continuous dialogue with residents and communities. In doing so, residents are involved in decision-making and Scrutiny acts to amplify the voice of the public, on issue of concern.
Corporate Performance / Outcome Measures	
4.2	This item will support delivery of the measure how "We act on concerns of local residents and involve them in decision making".
Sustainability	
4.3	None in the context of this report.
Corporate Parenting	
4.4	In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. This duty will be considered when including items to the work programme.
Risk Management	
4.5	None in the context of this report.
Insight	
4.6	Insight data and evidence will be used to support scrutiny reviews on the work programme.
Social Value	
4.7	None in the context of this report.
5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)	
5.1	As part of the Governance review a dedicated team has been created to support the Overview and Scrutiny function and this will be delivered within the existing Governance service budget.
6. Legal Implications and Constitution References	
6.1	The terms of reference of the Overview & Scrutiny Committees and Sub-Committees are set out in Part 2B and 2C of the Constitution. Procedure rules relating to Overview & Scrutiny are set

out in Part 3C of the Constitution. Further rules relating to Overview & Scrutiny are set out in Part 3D (Budget and Policy Procedure Rules) and Part 3E (Access to Information Procedure Rules).

6.2 The terms of reference of the Overview & Scrutiny Committee are set out in section 9 and 10 of Part 2B and include:

10.1.1 To oversee an agreed work programme that can help secure service improvement through in-depth investigation of performance issues and the development of an effective strategy/policy framework for the council and partners;

10.1.2 To have general oversight of the council’s scrutiny function;

10.1.3 To offer challenge and critical support to the Executive’s policy development function and the long-term strategic direction of the borough;

10.1.4 To anticipate policy changes and determine their potential impact on residents and to recommend changes where these are appropriate;

10.1.5 To consider the council and partners’ strategic approach to service delivery, using, where necessary, the power of overview and scrutiny committees to receive information from partner agencies and to require partner authorities to have regard to reports and recommendations from the Committee, as set out under Part Five of the Local Government and Public Involvement in Health Act 2007;

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

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

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.

10.1.9 To consider items included in the Forward Plan;

10.1.10 To consider Councillor Call for Action.

7. Consultation

7.1 None in the context of this report.

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. The work of overview and scrutiny will be transparent and accessible to all sectors of the community.

9. Background Papers

9.1 None



London Borough of Barnet

Cabinet Forward Plan (Key Decision Schedule) 2023-2024

The Cabinet currently consists of the following members of the London Borough of Barnet:

Councillor Barry Rawlings	Leader of the Council and Cabinet Member - Resources and Effective Council
Councillor Ross Houston	Deputy Leader and Cabinet Member - Homes and Regeneration
Councillor Paul Edwards	Cabinet Member – Adults and 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

This is a list of Key Decisions which the Authority proposes to take at forthcoming Cabinet meetings. The Cabinet agenda containing all the reports being considered will be published 5 clear days before the meeting.

Advanced Notice of Executive Decisions

The Council is required to publish notice of all key decisions at least 28 days before they are taken by Cabinet. Details of the decisions to be taken at forthcoming meetings of the Cabinet are detailed in the table below.

Definition of a Key Decisions

A Key Decision relates to those executive decisions which are likely to:

- i) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; a decision is considered significant if it exceeds an expenditure or savings in revenue of £500,000 and capital of £1 million.
- ii) be significant in terms of its effects on communities living or working in an area comprising two or more wards in the Borough.

A decision is significant for the purposes of (i) above if it involves expenditure or the making of savings of an amount in excess of £1m for capital expenditure or £500,000 for revenue expenditure or, where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the service in question.

Notice of Intention to Conduct Business in Private

The Council is required to give at least 28 clear days' notice if **Cabinet wishes to hold any of the meeting in private**. Any person can make representations to the Cabinet if they believe the decision should instead be made in the public Cabinet meeting by emailing governanceservice@barnet.gov.uk

Urgency

If, due to reasons of urgency, a Key Decision must be taken where 28 days' notice have not been given a notice will be published (on the website) as early as possible and Urgency Procedures as set out in the Constitution must be followed.

Subject	Summary of Decision	Cabinet Member and Lead Officer	Public, Part Exempt or Private	Key – Yes / No	Additional documents to be submitted; and / or Any Consultation to be undertaken
Special Cabinet Meeting - 6 December 2023 (Notice published on 7 November 2023)					
<u>Brent Cross Plot 1 investment strategy</u>	To agree the principles and key elements of a proposal for the provision of short-term funding, to facilitate delivery of Plot 1 at BXT and thereby secure the commitment of a major academic institution for the Borough subject to Full Council agreeing the requirement amendments to the Treasury Management Strategy. And to delegate authority to the Chief Executive in consultation with the Cabinet Member for Homes and Regeneration to approve the next (second) phase proposal of Brent Cross and subsequent plot drawdown subject to Full Council agreeing the requirement amendments to the Treasury Management Strategy.	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes & Regeneration Deputy Chief Executive	Part-Exempt	Yes	Report and relevant appendices
12 December 2023					
<u>Business Planning 2024-2030 and In-Year Budget</u>	Note the updated Medium Term Financial Strategy (MTFS) 2024-2030	Councillor Barry Rawlings, Leader of the Council and Cabinet Member	Public	Yes	Chief Finance Officer Report: 2024-2030 MTFS and 2023/24 In-year budget management

<p><u>Management 2023/24</u></p>	<p>Approve that the savings proposals set out in the report, subject to consultation and equalities impact assessment, 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.</p> <p>Approve delegation to the S151 officer to make changes to the MTFS in relation to the Eight Authority Business Rates Pool and the 2024/25 Local Government Finance Settlement expected in December 23.</p> <p>Approve 2023/24 In-year Budget Management: bad debt write offs, in-year budget virement and changes to the capital programme.</p>	<p>for Resources & Effective Council</p> <p>Executive Director Strategy & Resources</p>			
<p><u>Outturn, Quarter 1 and Mid-year Treasury Management Strategy and Performance Update 2023-24</u></p>	<p>That Cabinet notes and makes any further recommendations to Full Council on the updates on treasury management performance through the first half of 2023/24, presenting data at three points in time as comparators. These are 2022/23 outturn (31 March 2023), end of quarter one (30 June 2023) and the mid-year point (30 September 2023).</p>	<p>Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources & Effective Council</p> <p>Executive Director of Strategy & Resources (Section 151 Officer)</p>	<p>Public</p>	<p>Yes</p>	<p>Appendix A – Summary of changed in capital programme</p>

The strategies set out in the Treasury Management Strategy approved by Council on the 28 February 2023 remain in place and there have been no breaches of strategy in relation to debt or investments. However, we are recommending that both the Operational Boundary and the Authorised Limit are increased to reflect expected borrowing requirements through 23/24, which have increased significantly since the Authorised Limit was set in February 2023. In the six months to 30 September 2023, £45m of PWLB borrowing has been taken to support the HRA and £15m for the General Fund. This was based on a need identified within the HRA capital expenditure plans and affordability is documented in the HRA 30-year business plan.

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

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

	Treasury Management Strategy Statement (TMSS) and confirms the treasury team continue to operate within the bounds of the counterparty criteria and agreed processes set out in the TMSS.				
<u>Annual Procurement Forward Plan [APFP] 2024-25</u>	Approval of the Annual Procurement Forward Plan 2024-25 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.	Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources & Effective Council Deputy Chief Executive Interim Assistant Director (Commercial & Procurement)	Public	Yes	APFP 2024-25 appendix
<u>Equalities Annual Report 2023</u>	To approve the Annual Equalities Report 2023 and its subsequent publication on the Council's website.	Councillor Zahra Beg, Cabinet Member for Equalities, Voluntary & Community Sector Executive Director of Children's and Family Services Executive Director of Strategy & Resources	Public	No	Annual Equalities Report 2023

		Strategy Manager			
<u>Placement Sufficiency Strategy 2023-2027</u>	The placement sufficiency strategy outlines how we will deliver a placement offer that secures sufficient accommodation, for children and young people in our care and our care experienced young people, which is in the right place, at the right time and of high quality. It assesses the projections of need for this cohort in Barnet, and how we will ensure that we are prepared to address these needs in ways that encourage the most positive outcomes for them. A decision is sought to approve the consultation process of this draft strategy.	Councillor Pauline Coakley Webb - Cabinet Member for Family friendly Barnet Director of Children's Social Care	Public	Yes	
<u>Borough of Sanctuary Strategy</u>	Approval of the Strategy	Councillor Zahra Beg, Cabinet Member for Equalities, Voluntary & Community Sector Executive Director of Strategy & Resources Strategy Officer Assistant Director,	Public	No	Borough of Sanctuary Strategy

		<p>Strategy, Engagement and Communications</p> <p>Head of Strategy and Community Participation</p> <p>Corporate Strategy Manager</p>			
<p><u>Integrated Community Equipment – Direct award service provision to the London Consortium via a waiver of the contract procedure rules</u></p>	<p>To note decision made under delegated powers</p>	<p>Councillor Paul Edwards, Cabinet Member for Adult Social Care</p> <p>Executive Director – Adults and Health</p> <p>Head of Commissioning for Older Adults & Integrated Care</p> <p>Health & Social Care Commissioner</p>	<p>Public</p>	<p>No</p>	<p>The London Consortium service provider was required to demonstrate their compliance with the Equality Act 2010 as part of the tender process. An Equalities Impact Assessment is not required.</p>
<p><u>Sales Strategy Approval for 23 Freehold Properties in Burnt Oak</u></p>	<p>Approval to proceed with sales process for the freeholds on Burnt Oak Broadway and Watling Avenue, to include:</p> <ul style="list-style-type: none"> - Appointment of sales 	<p>Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes & Regeneration</p>	<p>Part-Exempt</p>	<p>Yes</p>	

	<p>agent/auctioneer;</p> <ul style="list-style-type: none"> - Marketing of freeholds, and delegate authority to Deputy Chief Executive or Director (as appropriate to decision level) to enter into all legal documents required to conclude sales at acceptable price levels, these will include: <ul style="list-style-type: none"> - Appointment of HBPL as lawyer; - Appointment of 'tbc' as sales agent/auctioneer; - Sales contracts for individual properties. 	<p>Assistant Director – Estates and Decarbonisation</p>			
<p><u>Small Sites Programme - Nightingale Nursery</u></p>	<p>A proposal to deem the site at 23 Victoria Road, Barnet, EN4 9PH, formerly known as Nightingale Nursery, surplus to requirements, and seeks approval to bring the site forward for residential development under the Small Sites Modular programme</p>	<p>Councillor Ross Houston – Deputy Leader, Cabinet Member for Homes and Regeneration</p> <p>Assistant Director of Development Delivery</p>	<p>Public</p>	<p>Yes</p>	<p>Site plan and public report</p>
<p><u>Selective Licensing Phase 2 Consultation Feedback</u></p>	<p>This report is to advise Cabinet of the outcome of the public consultation into the proposed designation of a second Phase of Selective Licensing for private</p>	<p>Councillor Ross Houston – Deputy Leader, Cabinet Member for Homes and</p>	<p>Part-Exempt</p>	<p>Yes</p>	<p>Appendix A – Schedule of consultation activity and coverage Appendix B – Summary of Consultation Report</p>

	<p>rented properties in ten wards. It highlights the key issues raised and outlines changes to the proposed scheme in response to comments received. The report seeks approval from Cabinet to proceed with making the selective licensing designation appended to the report and seeking confirmation from the Secretary of State, but only once officers and the Portfolio Holder are satisfied that there is sufficient evidence of the successful implementation of Phase 1 of Selective Licensing and that the proposed scheme can be adequately resourced. This is anticipated to be no sooner than the end of 2024.</p>	<p>Regeneration Deputy Chief Executive</p>			<p>Appendix C – Council response to issues raised in the consultation. Appendix D – Summary of proposed changes to consultation proposals Appendix E – Final proposed conditions for licenced properties Appendix F – Final proposed fees for selective licensing Appendix G – Objectives, targets, and reporting timetable for the proposed scheme Appendix H – Draft designation for selective licensing Phase 2 Appendix I – Communications plan Appendix J – Summary of the Equalities Impact Assessment</p>
<p><u>Additional HMO Licensing Scheme 2022-27 - Year One Review</u></p>	<p>This report is to advise Cabinet of the findings of the first-year review of the Additional Licensing Scheme for Houses in Multiple Occupation. The report provides data relating to objectives and targets as approved by the Housing and Growth Committee on 17th</p>	<p>Councillor Ross Houston – Deputy Leader, Cabinet Member for Homes and Regeneration Deputy Chief Executive</p>	<p>Public</p>	<p>Yes</p>	<p>Appendix A – Additional Licensing Scheme 2022-27 - Year One Review</p>

	February 2022. It reviews the performance of the scheme to date, looks at successes, and where objectives have not been met yet. It provides recommendations for approval by Cabinet to address those that have not been met.				
16 January 2024					
<u>Chief Finance Officer Report - Financial Outturn 2023/24 M*</u>		Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources & Effective Council Executive Director Strategy & Resources		Yes	
<u>Local Implementation Plan</u>	Report setting out progress with the Local Implementation Plan (LiP) implementation during 23/24 and notification of programme for 2024/25	Councillor Alan Schneiderman, Cabinet Member for Environment & Climate Change		Yes	
<u>Brent Cross</u>	Approvals relating to ongoing delivery of Brent Cross Cricklewood Regeneration	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes & Regeneration		Yes	
<u>Annual Report</u>	This annual report on school	Councillor Pauline		Yes	

<u>on School Funding</u>	funding arrangements updates Cabinet on the school funding position in relation to Barnet schools.	Coakley Webb - Cabinet Member Family Friendly Barnet Finance Team			
Serious Violence Strategy	As part of the Police Crime Sentencing and Courts Act 2022's Serious Violence Duty requirements, Barnet is conducting a Serious Violence Duty Needs Assessment and producing a Serious Violence Duty Strategy. Barnet's Serious Violence Duty Strategy summarises key aspects of the Needs Assessment; local partnership arrangements to lead on delivery of the duty; areas of activity to prevent and reduce serious violence; and activity to engage with voluntary sector organisations, communities - including young people, as well as businesses.	Councillor Sara Conway – Cabinet Member Community Safety Participation Director Children's Social care		Yes	
<u>Approval to undertake renewable energy procurement, through a long-term Power Purchase</u>	To source energy from renewable assets, by jointly procuring a PPA, starting as soon as possible, with other London Councils N.B. PPAs come in different forms and shapes. The purpose	Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources & Effective Council Director of Growth	Public	Yes	LBB has been working with a number of other London boroughs, advised by an independent renewable energy services provider, as well as an external advisor that LBB is in a strategic

<p><u>Agreement (PPA), in partnership with a number of other, as yet unconfirmed, London Councils.</u></p>	<p>of green Power Purchase Agreements (PPA) is that energy consumers secure long-term renewable energy supply, from a new renewable power development, along with the green certificates verifying the supply as renewable. In most cases, volumes and price for the renewable energy delivered is agreed and structured individually. There are two types of PPAs:</p> <p>Physical PPAs represent a direct relationship between consumer and generator, and they imply that the latter will physically deliver the energy volume specified. A range of pricing mechanisms can be employed to optimize the value of the contract.</p> <p>Virtual PPAs offer options to consumers regardless of geographical distance. In these Virtual PPAs, no physical energy exchange is involved (although an additional renewable power installation is still built) and comprises a contract for difference between spot and PPA price.</p>				<p>sustainability partnership with.</p> <p>As a result, these councils have formed a group that will procure a single PPA and have agreed the proposed PPA contract duration, timing of PPA procurement, preferable volumes, contracting structures etc.</p> <p>Internally we are consulting with Energy Resource Manager, Assistant Director for Estates and Decarbonisation, Procurement Partner and Sustainability Team.</p> <p>Authorisation to proceed with procurement will enable communication with school, and Barnet Homes stakeholders who use existing energy arrangements through LBB and further engagement to promote the opportunity of accessing a PPA to be established.</p>
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	<p>Both PPAs are a means of hedging against future spot price fluctuations. The procurement process will establish the most suitable for LBB at that time.</p> <p>The councils collaborating on the procurement are not yet confirmed, but they will be by the time the decision is presented to cabinet for approval.</p>				
<p><u>Community Participation Strategy – one year progress report</u></p>	<p>The CPS was published on 31 October 2022 and set out the council’s proposals for engaging and involving communities more in our work, listening to residents and encouraging active citizenship.</p> <p>The strategy was a called for new ways of working and identified four ‘pathfinder’ projects that we would use to test and model these principles and approaches. It was agreed that we would report back after a year on what we have learned and the impact that this has made.</p>	<p>Councillor Sara Conway, Cabinet Member - Community Safety Participation</p> <p>Deputy Head of Strategy and Engagement</p>	Public	No	The report will include details of widespread consultation and engagement through the delivery of the strategy
<p><u>Sustainable Urban Drainage (SuDS) Strategy and</u></p>	<p>Approval and adoption of the SuDS Strategy and Highways SuDS programme for implementation</p>	<p>Councillor Alan, Schneiderman, Cabinet Member for Environment &</p>	Public	Yes	Documents: SuDS Strategy and Highway SuDS programme

<u>Highways SuDS programme</u>		Climate Change Director of Highways and Transportation			Consultation: Flooding and Drainage Board
6 February 2024					
<u>Business Planning 2024-2030 and In-Year Budget Management 2023/24</u>	To approve and recommend the Budget and Medium-Term Financial Strategy to Full Council on 27 Feb 2024. Approve 2023/24 In-year Budget Management: bad debt write offs, in-year budget virement and changes to the capital programme.	Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources & Effective Council	Public	Yes	Chief Finance Officer Report: 2024-2030 MTFS and 2023/24 In-year budget management
<u>Chief Finance Officer Report - Financial Outturn 2023/24 M*</u>	Revenue and capital forecast outturn for the financial year 2023/24 as at M*	Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources & Effective Council		Yes	
<u>Investing in Barnet's Roads</u>	Final report setting out the planned approach to the delivery of the Councils Network Recovery and Community Infrastructure Levy programme 2024/25	Councillor Alan Schneiderman, Cabinet Member for Environment & Climate Change		Yes	
<u>Rent and Service Charges</u>	Approval of proposed rents and service charges for council dwellings and rents for	Councillor Ross Houston, Deputy Leader and		Yes	

<u>Review 2024/25</u>	temporary accommodation	Cabinet Member for Homes & Regeneration			
<u>Barnet Group Ltd Budget and Business Plan</u>	To approve the budget and business plan of the Barnet Group Ltd	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes & Regeneration		Yes	
<u>Brent Cross</u>	Approvals relating to ongoing delivery of Brent Cross Cricklewood Regeneration	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes & Regeneration		Yes	
<u>Area Committee - NCIL Budget</u>	For approval of budget allocations	Councillor Barry Rawlings, Leader and Cabinet Member for Resources & Effective Council (TBC)		Yes	
<u>Street Scene Vehicle Washing Procurement</u>	To approve the award of a contract for the supply of vehicle washing services	Councillor Alan Schneiderman, Cabinet Member for Environment & Climate Change		Yes	
<u>Street Scene Vehicle/Equipment Parts Procurement</u>	To approve the award of a contract for the supply of vehicle and equipment parts	Councillor Alan Schneiderman, Cabinet Member for Environment & Climate Change		Yes	

<u>Street Scene Vehicle Hire Procurement</u>	To approve the award of a contract for the supply of hire vehicle services	Councillor Alan Schneiderman, Cabinet Member for Environment & Climate Change		Yes	
<u>Parking Enforcement Service Delivery</u>	Approval of proposed future delivery model for Parking Enforcement services	Councillor Alan Schneiderman, Cabinet Member for Environment & Climate Change		Yes	
<u>Corporate Parenting Strategy</u>	In Barnet we want the same things for the children and young people in our care as any good parent would want for their child. Our vision is for all children and young people in Barnet to live their lives successfully with the right support. This Corporate Parenting Strategy supports this work, focusing on our responsibility for our children in care and care leavers.	Councillor Pauline Coakley Webb – Cabinet Member Family Friendly Barnet Director Children’s Social care		Yes	
<u>Equalities, Diversity and Inclusion Policy</u>	To approve a new Equalities, Diversity and Inclusion Policy	Councillor Zahra Beg, Cabinet Member for Equalities, Voluntary & Community Sector Executive Director of Strategy & Resources Strategy Manager	Public	Yes	Report to Cabinet New EDI Policy State of the Borough Report Report on Resident Engagement

<p><u>West Hendon Playing Fields (WHPF) – project update</u></p>	<p>Noting of project progress since the Sports Hub Masterplan was approved by Environment Committee in March 2020 and the Outline Business Case was approved by Policy & Resources Committee in June 2021.</p>	<p>Councillor Alan Schneiderman, Cabinet Member for Environment & Climate Change</p> <p>Councillor Ammar Naqvi, Cabinet Member for Culture, Leisure, Arts & Sport</p> <p>Assistant Director Greenspaces & Leisure</p>	<p>Public</p>	<p>Yes</p>	
<p>12 March 2024</p>					
<p><u>Our Plan for Barnet – Delivery and Outcomes Framework, Q3 2023-24</u></p>	<p>To note the Delivery and Outcomes Framework.</p>	<p>Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources & Effective Council</p> <p>Transformation Director</p> <p>Head of Programmes, Performance and Risk</p>	<p>Public</p>	<p>No</p>	
<p><u>Brent Cross</u></p>	<p>Approvals relating to ongoing delivery of Brent Cross</p>	<p>Councillor Ross Houston, Deputy</p>		<p>Yes</p>	

	Cricklewood Regeneration	Leader and Cabinet Member for Homes & Regeneration			
<u>Barnet Homes Annual Delivery Plan 2024/25</u>	Approval of the Barnet Homes delivery plan for 24/25	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes & Regeneration		Yes	
16 April 2024					
<u>Grahame Park North East Full Business Case</u>	Approval of the Full Business Case	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes & Regeneration		Yes	
<u>Whitings Road and Moxon Street Full Business Case</u>	Approval of the Full Business Case	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes & Regeneration		Yes	
<u>Culture Strategy</u>	Approval of Strategy	Councillor Ammar Naqvi, Cabinet Member for Culture, Leisure, Arts & Sports		Yes	
<u>Library Strategy</u>	Approval of the process for a new strategy for the Library	Councillor Ammar Naqvi - Cabinet	Public	Yes	Draft Library Strategy

	Service in Barnet	Member - Culture, Leisure, Arts and Sports Executive Director Children's Services Head of Libraries			
<u>Brent Cross</u>	Approvals relating to ongoing delivery of Brent Cross Cricklewood Regeneration	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes & Regeneration		Yes	
<u>Education Standards Report</u>	Barnet is well known for the quality of its schools and the diversity of its educational offer. The quality of Barnet's schools is a significant contributory factor to making the borough a popular and desirable place to live and supports our strategic drive to be the most family friendly borough in London. This report will provide information on validated results for 2022/23 assessments and national examinations.	Councillor Pauline Coakley Webb – Cabinet Member Family Friendly Barnet Chief Executive and Director of Education and Learning (BELS)		Yes	
14 May 2024					
<u>Brent Cross</u>	Approvals relating to ongoing delivery of Brent Cross Cricklewood Regeneration	Councillor Ross Houston, Deputy Leader and		Yes	

		Cabinet Member for Homes & Regeneration			
18 June 2024					
<u>Our Plan for Barnet – Delivery and Outcomes Framework, Q4 2023-24</u>	To note the Delivery and Outcomes Framework.	Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources & Effective Council Transformation Director Head of Programmes, Performance and Risk	Public	No	
<u>Chief Finance Officer Report - Financial Outturn 2023/24 Q4</u>	Revenue and capital forecast outturn for the financial year 2023/24 as at Q4	Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources & Effective Council		Yes	
<u>Brent Cross</u>	Approvals relating to ongoing delivery of Brent Cross Cricklewood Regeneration	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes &		Yes	

		Regeneration			
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23 July 2024

Subject	Summary of Decision	Cabinet Member and Lead Officer	Public, Part Exempt or Private	Key – Yes / No	Additional documents to be submitted; and / or Any Consultation to be undertaken
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London Borough of Barnet

**Overview and Scrutiny Committee
November 2023 - May 2024
Forward Work Programme**

Unless otherwise shown meetings take place at:

Hendon Town Hall
The Burroughs
London NW4 4BQ

Contact: Faith Mwende - faith.mwende@barnet.gov.uk

AGENDA ITEM 9

Title of Report	Overview of decision	Report Of (<i>officer</i>)
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27 November 2023

Brent Cross Plot 1 investment strategy	To receive a proposal that relates to a providing short-term funding for construction of Plot 1 at Brent Cross Town and thereby secure the commitment of a major academic institution for the Borough.	Deputy Chief Executive
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23 January 2023

Budget Scrutiny	The Overview and Scrutiny Committee will review the Council's budget proposals for 2024/25 and put forward recommendations for consideration by Cabinet and then Council on 27 February 2024.	Executive Director Strategy & Resources (Chief Finance Officer / Section 151 Officer)
Operational building retrofit.	To receive an update on the current operational building retrofit programme.	Deputy Chief Executive
Culture Strategy	To receive the Culture Strategy for pre-decision scrutiny prior to it going to Cabinet.	Deputy Chief Executive
Equalities, Diversity and Inclusion Policy	To receive the Equalities, Diversity, and Inclusion Policy for pre-decision scrutiny prior to it going to Cabinet.	Executive Director Strategy & Resources (Chief Finance Officer / Section 151 Officer)
Adult and Health sub-committees' business	The Chair of the sub-committee has the opportunity to report back on their progress against the achievement of their respective work programmes and make any recommendations to the Overview and Scrutiny Committee.	Head of Governance

Title of Report	Overview of decision	Report Of (<i>officer</i>)
Children and Education sub-committees' business	The Chair of the sub-committee has the opportunity to report back on their progress against the achievement of their respective work programmes and make any recommendations to the Overview and Scrutiny Committee.	Head of Governance
5 March 2024		
Overview and Scrutiny Annual Report	Agree the annual report for Full Council	Head of Governance
Our Plan for Barnet - Delivery and Outcomes Framework, Q3 2023-24	To note the Delivery and Outcomes Framework and any high-level risks.	Transformation Director
Adults and Health sub-committees' business	The Chair of the sub-committee has the opportunity to report back on their progress against the achievement of their respective work programmes and make any recommendations to the Overview and Scrutiny Committee.	Head of Governance
Children and Education sub-committees' business	The Chair of the sub-committee has the opportunity to report back on their progress against the achievement of their respective work programmes and make any recommendations to the Overview and Scrutiny Committee.	Head of Governance
Cabinet Forward Plan (Key Decision Schedule)	To consider the Cabinet Forward Plan any items the Committee to may wish to request for pre-decision scrutiny during 2023/24.	Head of Governance

Title of Report	Overview of decision	Report Of (<i>officer</i>)
Scrutiny Work Programme	To agree the work programme for Overview and Scrutiny.	Head of Governance
To be allocated		
Councillor Call for Action Items	To receive and determine Councillor Call for Action Items	Head of Governance