

	<h2>Housing & Growth Committee</h2> <h3>25 January 2021</h3>
<p style="text-align: right;">Title</p>	<p>COVID-19: Recovery Plan – Thriving</p>
<p style="text-align: right;">Report of</p>	<p>Chairman of Housing and Growth Committee</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>Yes</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>None</p>
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Summary

Housing and Growth Committee is the lead committee for the Thriving workstream of the council's Recovery Plan. This report provides an update to Committee on progress across a number of core themes under the workstream including business support, unemployment, homelessness, housing supply and digital connectivity.

Officers Recommendations

1. That the Committee note the report

1. WHY THIS REPORT IS NEEDED

Background context

- 1.1 The Covid-19 pandemic provides an extremely challenging situation for Barnet, its residents and the wider borough. The pandemic itself has been responsible for over 3.2M cases and 85,000 deaths nationally, and the restrictions put in place have led to challenges relating to economic growth, employment, education and mental health. With the country having now entered a third lockdown, it is clear that these challenges will persist for some time yet.
- 1.2 The council's recovery programme is split into five workstreams, based on the cross-cutting themes of the emerging Corporate Plan:
1. Thriving
 2. Family Friendly
 3. Healthy
 4. Clean, Safe and Well Run
 5. Prevention
- 1.3 This report provides an update to Housing and Growth Committee on the Thriving workstream, in particular, the council's work to help businesses hit by Covid-19, the impacts of the pandemic on unemployment and benefit take-up in Barnet and an update on homelessness.
- 1.4 Town centre recovery also forms a significant component of the Thriving workstream, however, regular updates have been provided to Committee on this subject and will be the focus of future reports.
- 1.5 The Covid-19 situation is clearly moving very quickly and the government is introducing new measures at a rapid pace. Council officers will continue to respond and react swiftly in supporting economic recovery.

Business Support

- 1.6 Prior to the pandemic, Barnet was home to over 24,000 businesses, employing almost 170,000 people. Barnet's businesses have historically been spread across a wide range of economic sectors, with Professional and financial, Care and health, Education, Retail, Hospitality, leisure and recreation, Business support, Construction and Creative all being prominent within the borough.
- 1.7 Early analysis suggested that Barnet had relatively low exposure to the most at-risk sectors, notably Manufacturing and Transport. However, Retail has been hard hit by the pandemic and this is a sector that is prominent in the borough. Furthermore, Barnet's high concentration of micro- and small businesses have been identified as being at risk as these businesses often have limited reserves and capacity to respond to major disruption.
- 1.8 Since the beginning of the pandemic, the council has undertaken a wide range of actions to support businesses, including:

- Disbursing grants of £65M to more than 4,800 local businesses across a range of schemes targeted at specific sectors and micro-businesses.
 - Offering three months' rent relief to council tenants of commercial properties, in total providing more than £289,000 of relief.
 - Supporting business start-ups through initiatives such as Pop-Up Business School which attracted over 100 participants to its two-week programme in September 2020.
 - Regularly promoting and updating sources of advice and guidance for businesses through newsletters, e-bulletins and at virtual networking events.
 - Partnering with West London Business to enable Barnet businesses to directly access one-to-one advice and support.
 - Actively brokering new relationships between workspace operators and developers/landlords to bring forward new flexible workspace.
- 1.9 As noted, this work is in addition to the substantial support being provided to town centres aimed at activating the public realm, promoting local business and otherwise increasing footfall while adhering to social distancing requirements.
- 1.10 Throughout the third lockdown and into the spring, officers will continue to support businesses with advice, guidance and grants. The government has announced a range of funding to support businesses impacted by lockdown. Grants are available to businesses that have previously been awarded funding and are targeted at both Business Rates payers and non-Rates payers.
- 1.11 In addition, a number of other activities are in development that aim to both promote economic recovery and deliver the borough's Growth Strategy objectives. These include:
- A range of sector-specific engagement and support activities are being planned to encourage inward investment in those sectors that can provide growth opportunities within the borough, such as Care, Construction and the Green Economy.
 - Officers are working with communications agency White Label to deliver a series of webinars to enable businesses to access professional and technical support and to support sector-specific engagement.
 - Targeted engagement with Barnet's relatively small number of large employers (250+ employees) to better understand their needs and to promote employment initiatives such as the government's Kickstart employment scheme, for which 31 businesses have registered to date.
 - Further support for the delivery of new flexible workspace in the borough, including through site feasibility assessments and additional engagement with workspace operators and developers.
 - Learning from the approach taken with the Jobs Portal (see below), streamlining the council's website to ensure that all existing business-facing content is easily accessible and that businesses are aware of the full range of support and resources available within the council.
 - On-going partnership working with key organisations such as the Federation of Small Businesses, North London Chamber of Commerce and Enterprise, Barnet and Southgate College and Middlesex University.

- A new Evening Economy programme is being developed to promote business opportunities in this important sector as well as enhancing neighbourhoods across the borough.

1.12 These activities will be informed by the results of a business survey, to be administered in Spring 2021.

Skills and Jobs

- 1.13 Since the start of the pandemic, as noted, some employment sectors have been hit hard and a considerable number of Barnet residents have been placed on furlough or have lost their jobs. The borough's most disadvantaged residents have also seen an increase in debt, risk of homelessness and poor mental health.
- 1.14 At the end of October 2020, a total of 20,900 people were furloughed, representing a 12% take-up rate. This is down considerably from the peak of 61,000 last summer but data is not available on whether the drop is due to redundancy or people returning to work. (To note: numbers are defined as a percentage of "furloughed employments" as a proportion of all employments, rather than as a percentage of the employed population.)
- 1.15 The unemployment rate in the borough is currently 4.8%, with a forecast for 2021 of approximately 7.5%, although there is a chance this could rise as high as 10% - which would equate to 30,000 unemployed people in Barnet.
- 1.16 At the end of October 2020, the number of Universal Credit claimants stood at 18,725; over three times higher than the pre-Covid-19 figure for September 2019 of 5,805 claimants. It should be noted, however, that a significant (but unknown) proportion of the increase is thought to be due to changes in eligibility criteria and cannot be attributed entirely to greater numbers of people becoming unemployed.
- 1.17 In terms of groups within the community, young people have been particularly impacted as many held entry-level jobs in the Retail and Hospitality sectors. Around 10% of Barnet residents aged 18 to 24 are claiming Universal Credit, compared to 7.8% of 25 to 49 year-olds. Other groups adversely affected are the over-50s, those with disabilities, ex-offenders, lone parents and non-English speakers. Non-secure tenants on regeneration estates and those unlikely to be able to move due to benefit caps are also considered at increased risk of homelessness or requiring temporary accommodation.
- 1.18 Nationally and in Barnet, BAME workers have been disproportionately impacted: around 20% of BAME workers who were on furlough during lockdown have since lost their jobs, compared to an average of 9%. The unemployment rate is 4.5% for people from a white ethnic background compared to 8.5% for people from minority ethnic backgrounds. The unemployment rate is highest for people from a Pakistani (9%), Black, Bangladeshi or Other (8%) ethnic background.
- 1.19 There is also a gender imbalance, with women being around one-third more likely than men to work in a sector that has been shut down due to Covid-19 restrictions.
- 1.20 Finally, it should be noted that there is a geographic pattern to the economic impacts of Covid-19, with many of the communities outlined above living in the west of the borough

in wards such as Colindale, Burnt Oak and Hendon. These wards have the highest number of people not in employment and claiming Universal Credit.

1.21 The council recently increased capacity within the Economic Development team to respond to the employment and skills challenges of Covid-19 and colleagues across the organisation have been working together integrate services. Key workstreams already delivered include:

- Launch of the new Jobs Portal on the council website¹, signposting residents to a range of employment and skills support; following the launch, these web pages rapidly became the most frequently visited on the council website.
- Delivery of the JETS (Job Entry Targeted Support) programme, a £238 million UK government initiative dedicated to supporting those left jobless due to Covid-19.
- Supporting delivery of the government's Kickstart programme which offers young people under 25 access to paid work experience; the first cohort of 30 placements was submitted to the Department for Work and Pensions in December and council officers are continuing to source additional roles internally as well as from local businesses and the voluntary sector.
- The BOOST Project has supported 275 new claimants since April 2020 and helped 99 people into work, a conversion rate of 36% (which is above the benchmark level of 30%); the project continues to operate from a number of locations around the borough.
- Barnet Education and Learning Service has supported almost 75 young people Not in Employment, Education or Training (NEET) to develop practical and other skills and to access apprenticeships and training; this includes care leavers and many long-term NEET individuals.
- Working with North Central London sub-regional partners to quickly launch a mass recruitment campaign to support delivery of the Covid-19 vaccination programme; this has already resulted in approximately 7,000 applications and 1,000 offers made.

1.22 Going into 2021, council priorities for supporting employment and skills include:

- Focusing on 18-25 year olds – further roll-out of the Kickstart Scheme, Traineeships and Expanded Youth Offer, expansion of National Careers Service.
- New funding for Sector Based Work Academies which target specific skills requirements and guarantee training and interviews for participants.
- Targeting the recently unemployed – Job Finding Support Service, JETS and Flexible Support Fund.
- Supporting long-term unemployed individuals – e.g. expansion of Work and Health Programme.
- Leveraging Section 106 commitments – supporting and holding accountable developers to deliver apprenticeships and training; particularly at Brent Cross Cricklewood.
- Targeting growth sectors such as Care and Green Economy to develop new training opportunities and career pathways for Barnet residents.

¹ <https://www.barnet.gov.uk/jobs-training-and-skills>

- Continuing to work closely with colleagues across the West London Alliance sub-region to share good practice, maximise resources and leverage additional funding to economic recovery.

1.23 As well as responding to the pandemic, council officers are also taking stock and will be setting out a long-term approach to employment and skills aimed at fully delivering objectives included in the Growth Strategy, Children and Young People's Plan and other relevant corporate strategies. This work comprises a detailed, evidence-based review of employment needs in the borough across all demographic and age groups, an assessment of current provision to gain an understanding of efficacy, where there may be gaps and/or duplication, and development of a long-term commissioning strategy. The work has already commenced and is due for completion early in FY 2021-22. Although being led by the Growth and Corporate Services Directorate, it will engage with all relevant services and partner organisations as required.

Supporting Homeless Reduction

1.24 A commitment to homelessness reduction is a core part of both the Healthy and Thriving workstreams of the council's Recovery Plan. Officers are focused on ensuring that the needs of the borough's rough sleepers are assessed and that ongoing housing solutions can be found to meet these. There are several strands to this work, as follows.

1.25 **Rough sleepers** – Barnet currently accommodates 128 rough sleepers. All have been individually assessed and their health and support needs captured. As would be expected, in some cases there are challenges with engagement which makes planning their next steps more difficult, however Barnet Homes have already successfully placed 33 rough sleepers into suitable private rented sector accommodation. All of those placed into accommodation are provided with appropriate floating support arrangements. Barnet Homes' outreach teams are reporting on average 2 new rough sleepers per week which is much lower than during the lock down period.

1.26 The annual rough sleeper count and estimate was conducted on the night of the 26 November 2020 and was independently verified by Homeless Link. The spot count found 6 rough sleepers on the night which represents a drop of 75% from the previous year and is testament to the coordinated efforts across partners to support rough sleepers during the pandemic.

1.27 Barnet Homes submitted a bid to the governments £105m Next Steps Accommodation Programme to provide support to those rough sleepers already accommodated and was awarded £1.04m from this fund. This will pay towards temporary accommodation costs, additional floating support resources and assisting with incentives to landlords. Barnet Homes has also been successful in their bid to the GLA Rough Sleeper Accommodation Pathway fund, securing £1.95m to support the purchase of 15 studio properties into their subsidiary Opendoor Homes. These studios will be used to house only rough sleepers and the first purchase was completed in December and will be available to let in the new year.

1.28 On 21 December, Public Health announced that Barnet had been successful in its bid for drug and alcohol support to rough sleepers with complex needs and were awarded £286k. The funding will see specialist recovery workers located in outreach and support teams including at Homeless Action in Barnet and the new Somewhere Safe to Stay Hub opening in January 2021.

- 1.29 The North London Housing Partnership of which Barnet is a member was also successful in a bid to the Next Steps Accommodation Programme to set up a New to the Streets Service and European Economic Area (EEA) national hub. The accommodation has been running since the end of October and provides support to new rough sleepers across the sub region. Clients to the service will have their needs assessed before being referred on to their originating borough. The EEA national hub will help to get “work ready” rough sleepers into employment and therefore eligible for further assistance.
- 1.30 MHCLG has also launched the ‘Protect Programme’, with a further £15 million allocated to support the ongoing efforts to provide accommodation for rough sleepers during the pandemic. In London this funding has gone to the GLA and to those boroughs who still have high numbers of verified rough sleepers on the streets. Barnet has been allocated 7 bed spaces in GLA Covid protect hotels for those rough sleepers who are critically vulnerable and not eligible for assistance from Barnet Homes.
- 1.31 On 18 December, Barnet Homes received an announcement that it had been awarded £90k from the MHCLG Cold Weather Fund Grant which will go to provide more temporary accommodation and enable the spot purchase of two high support beds for those with more complex needs.
- 1.32 **Supporting those who do not qualify for public assistance** – Assistance continues to be provided via Citizens Advice and Homeless Action in Barnet (HAB) to help EEA nationals who do not qualify for public assistance to seek settled status. Barnet Homes also has employment support specifically for EEA nationals to enable some rough sleepers to get into work and then become eligible for further support. Non-EEA nationals who are eligible for Legal Aid are being referred to immigration solicitors for advice and support. There is now the EEA national hub highlighted above which our rough sleeper team can refer into and the 7 GLA Covid protect bed spaces.
- 1.33 **Preventing a return to homelessness** – Barnet has moved away from the use of commercial hotels and has extending placements in the current units of accommodation until the end of March 2021. The Next Steps Accommodation Programme funding is providing further support roles to help sustain rough sleepers in accommodation and help to move them on into the private rented sector. In addition, HAB and Together in Barnet (TIB) continue to provide support and deliver food to help safeguard the wellbeing of rough sleepers. The new Public Health funding for substance misuse will add further specialised support to sustain rough sleepers in their accommodation.
- 1.34 **Planning beyond current funding arrangements** – Barnet Homes, Clinical Commissioning Group, NHS, Public Health, Adult Social Care and Homeless Action in Barnet (HAB) are working together to complete a needs assessment to inform the accommodation and support needs of Barnet’s rough sleeper cohort. A mixture of accommodation options will be required including private rented accommodation with both floating support and more intensive wrap around support together with a limited amount of high support accommodation for those with complex needs. The high need cases have been referred into mental health services and options for pathways for these vulnerable adults are being discussed across services. Barnet Homes also has government funding to develop a Somewhere Safe to Stay Hub and the current rough sleeper hostel in Friern Barnet Road is being refurbished to deliver this service. The service will be starting in

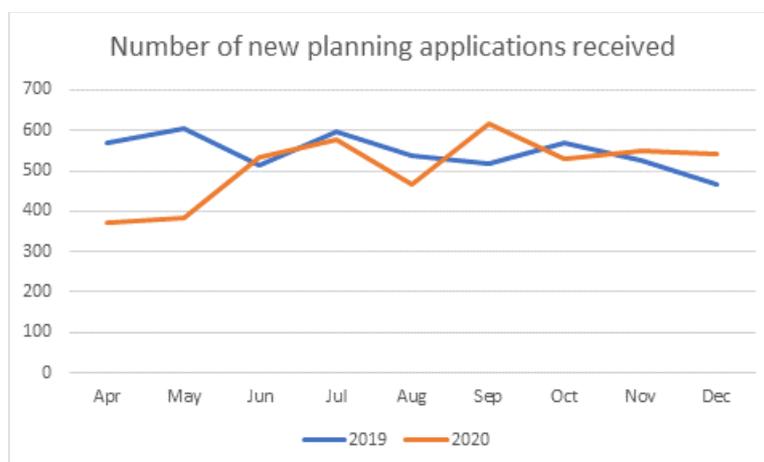
January 2021 and will have dedicated support and a night-time concierge service for rough sleepers.

- 1.35 **The role of night shelters during Covid-19 restrictions** – Barnet Homes, HAB and Together In Barnet (TiB) meet weekly to discuss operational issues around supporting rough sleepers, including how a night shelter may be provided during the colder months. Government guidance for providers of night shelters is clear in that a location for shelters should be fixed rather than the revolving night shelters that TiB have previously offered. Night shelter provision is however critically important for those rough sleepers who have no recourse to assistance or those who can't access support because they are not deemed vulnerable under the homeless legislation. TiB's bid to the Homeless Winter Transformation Fund to place ten self-contained pods in the grounds of Trinity Church was not successful however they are still pursuing this option and looking at alternative funding streams. The Fund has however granted TiB £73k which will enable 16 ensuite hotel rooms to be procured for rough sleepers. The new winter shelter will open in January with referrals coming via HAB. The volunteers at HAB and TIB continue to provide invaluable support with delivering food parcels to rough sleepers in temporary accommodation.
- 1.36 **Evictions from the private rented sector** - Barnet Homes has seen a reduction in demand for homeless applications from the private rented sector, which is as expected given the continuing government ban on evictions. Barnet Homes do however continue to work with private tenants on issues of affordability and work closely with BOOST to help tenants into employment and out of the benefit cap. They also aim to maximise the income of tenants and apply for Discretionary Housing Payments (DHP) to help resolve rent arrears. Significantly more DHP has been awarded to private tenants this year compared to last, with £1.18m awarded up to December compared to £731k for the same period last year. Early intervention is key to preventing homelessness and Barnet Homes continues to work with partners to ensure that information is available and accessible and that there are clear pathways for residents that need support. It is not possible to gauge the extent of rent arrears for private tenants across the borough or whether landlords will take immediate steps to commence eviction proceedings once allowed by the courts. However, Barnet Homes will continue to closely monitor demand and work with both tenants and landlords to prevent evictions wherever possible.
- 1.37 **Council Tenants** - Barnet Homes are prioritising the welfare of tenants, ensuring every avenue of support is sought to ensure tenancies are sustained. The focus has been one of early intervention and preventing tenants getting into arrears as early as possible. This includes proactive outbound contact on receipt of a notice that a tenant has applied for Universal Credit and close working with partners such as and the council's Housing Benefits team, DWP, BOOST and others in the VCS. Extra resource has been secured through BOOST to support tenants with DHP applications and they continue to provide welfare benefit advice, which includes specific advice on the financial impacts of Covid-19. Through this process, cases are referred to the council's Housing Benefit team for prioritised assessments.
- 1.38 Barnet Homes have not evicted a single tenant since March 2020 and only referred 6 serious cases to court in that time and they will continue to prioritise the welfare of tenants during the pandemic and into the future.

Barnet's Housing Market

- 1.39 Housing market activity can continue during the third lockdown with house moves permitted and estate and letting agents and removal firms continuing to operate.
- 1.40 The rate of sales price growth reached a national six-year high of 7.3 per cent in December according to the Nationwide House Price Index, and demand continues to remain high with mortgage approvals in November rising to the highest level since summer 2007 according to the Bank of England's money and credit data². House price growth is predicted to slow from March 2021, impacted by the expected end of the stamp duty break in March 2021 and a rising unemployment rate.
- 1.41 In terms of planning, this picture of market resilience is reinforced by figure one below, which gives the volume of applications received by the council up to December 2020 was comparable with the same months a year earlier:

Figure One: new planning applications in 2019 and 2020:



Digital connectivity

- 1.42 Work with gigabit broadband operators has continued, and the wayleave framework approach supported by Committee in September 2020 has been reviewed and developed in partnership with the key operators and was published at the start of December 2020. By the date of Committee the council expects to have signed the wayleave framework agreement with the first broadband operator and they will have begun communications with affected residents to notify them of the installation programme set to rollout during February 2021. This will begin a 3-year rollout programme to secure delivery of fibre broadband to the nearly 14,000 council properties (subject to technical surveys), forming the beginning of a network throughout the borough and creating the potential for rollout to further properties where there is demand from residents. Work continues with other providers to ensure they will also bring forward investment in their own networks to ensure Barnet develops a thriving market for fibre broadband supply.

2. REASONS FOR RECOMMENDATIONS

² Investors' Chronicle, 5th January 2021, <https://www.investorschronicle.co.uk/news/2021/01/05/housing-market-faces-more-extreme-pressure-in-spring/>

- 2.1 As noted, the council is taking a comprehensive, cross-service approach to Covid-19 recovery. All measures and interventions set out above directly support the borough's Recovery Plan, as approved by Policy and Resources Committee on 17 June 2020.
- 2.2 Additionally, all measures outlined in this report align with council strategy and priorities, for example, as set out in the Corporate Plan, Growth Strategy 2020-30, the Long-Term Transport Strategy, the Housing Strategy 2019-24 and the Homelessness and Rough Sleeping Strategy 2019-24.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The council could opt not to support economic recovery throughout the Covid-19 emergency. This would, however, see the failure of many more Barnet companies, leading to deeper and longer-lasting social and economic impacts within the borough than would otherwise be the case. It would also likely have a negative impact on council revenue streams through Business Rates.
- 3.2 The council could opt not to support those facing or experiencing unemployment or homelessness. However, as noted, this would lead to long-term consequences and impacts on households, mental health and demand for public sector services.

4. POST DECISION IMPLEMENTATION

- 4.1 Following Committee, officers will continue to support economic recovery as part of the council-wide Recovery Framework. Any individual decisions and actions will be taken by Housing and Growth Committee, the Chairman and Senior Officer in line with the relevant scheme of delegation.
- 4.2 Officers will assess the impact of projects throughout project delivery. Evaluation of proposed interventions will be used to inform the future vision for town centres which addresses the long-term issues and trends in line with the Growth Strategy.
- 4.3 Following Committee, officers will continue to maintain regular communication with relevant stakeholder groups – notably businesses, Members and residents – in accordance with the various programmes of work.

5. IMPLICATIONS OF DECISION

Corporate Priorities and Performance

- 5.1 The council's response to Covid-19 and its impacts on businesses directly support objectives in the Corporate Plan 2024, particularly "Supporting local businesses to thrive", as well as objectives set out in the Growth Strategy 2020-30 and the Long-Term Transport Strategy.

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

- 5.2 Where there are financial implications or decisions associated with recovery activities, these will be addressed on a case-by-case basis, as will any funding decisions associated

with future employment and skills activities. The delivery of recovery actions in support of business will be undertaken within the existing capacity and resources of the council.

- 5.3 In order to regain the momentum in being a high performing organisation, financial stability must be achieved through the recovery planning process. This includes minimising the call on reserves and setting a balanced budget from 2021/22 onwards. This budget must deliver the required strategy in relation to reserves required to withstand future economic shocks.
- 5.4 The council will procure service contractor(s) in accordance with Barnet's Procurement Procedures, its Contract Procedure Rules and the Public Contracts Regulations 2015 to support the delivery of all associated capital works identified in this report.

Social Value

- 5.5 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. Social value is a core part of the Recovery Framework and will be maximised throughout.

Legal and Constitutional References

- 5.6 The council's Constitution, Article 7.5 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Housing and Growth Committee:
- Responsibility for housing matters including strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing, regeneration strategy and oversee major regeneration schemes, asset management, employment strategy, business support and engagement.
 - To receive reports on relevant performance information and risk on the services, under the remit of the Committee.
- 5.7 Any procurement activity will be undertaken in accordance with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015 as applicable; any procurement exercise will also be subject to the EU Treaty principles of equal treatment, fairness and non-discrimination. If the council chooses to use an existing Framework Agreement to appoint a contractor to deliver the services, it must comply with the requirements of the Framework Agreement. In accordance with Rule 5.4 of the Contract Procedure Rules, before entering into a call-off contract under a Framework Agreement due diligence checks must be carried out to demonstrate that the Council can lawfully access the Framework Agreement and that it is fit for purpose and provides value for money.

Risk Management

- 5.8 The council has an established approach to risk management, which is set out in the Risk Management Framework. Strategic and operational risks are being reviewed in light of our response to Covid-19 and priorities for recovery and the new Corporate Plan. Managing risk will be an essential part of programme management and will be used to inform key decisions relating to economic recovery.

- 5.9 There is a risk that there will be resistance from the community with regards to some proposals in town centres. All work identified in this report builds directly on priorities already identified through strategies that have been consulted on and the Council has allowed for ongoing community and stakeholder engagement throughout the delivery of these projects.

Equalities and Diversity

- 5.10 The Equality Act, 2010 outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act, 2010;
 - Advance equality of opportunity between people of different groups; and
 - Foster good relations between people from different groups.
- 5.11 Relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.
- 5.12 The council's Recovery Framework is intended to benefit all communities and groups who live, work and visit the borough, including those with protected characteristics. Where individual decisions are required in relation to the recovery programme, these will be considered on a case-by-case basis to ensure no group is disadvantaged or left behind. As required, officers will undertake Equalities Impact Assessments (EQIA) on a case-by-case basis to fully appraise the impacts associated with any proposed course of action.

Corporate Parenting

- 5.13 In line with the Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in all decision-making. These will be considered as specific plans for recovery are further developed.

Consultation and Engagement

- 5.14 Officers are clear that the Recovery Framework cannot be developed in isolation if it is going to be fully responsive and effective in enabling the borough to emerge stronger from the Covid-19 pandemic. Consultation with other levels of government, partners, service users and the wider community is critical to ensuring that our recovery activities are focused on the end user.

Insight

- 5.15 In recent months, the council has significantly improved the way in which it uses data, insight and analysis to drive decision making and service delivery. A new cross-cutting data insight team has been established which is now working closely with Growth colleagues as well as others across the organisation.
- 5.16 At present council-wide insight requirements are being mapped and questions of each service in order to structure further insight and data analysis.

6. BACKGROUND PAPERS

- 6.1 Urgency Committee, 27 April 2020: Approval of Emergency Decisions and Delegation to Chief Officers
<https://barnet.moderngov.co.uk/documents/s58641/Urgency%20Committee%20-%20Emergency%20Decisions%20Final.pdf>
- 6.2 Policy & Resources Committee, 17 June 2020: Covid-19 Recovery Planning
<https://barnet.moderngov.co.uk/documents/s58985/Covid-19%20Recovery%20Planning.pdf>
- 6.2 Council Budget 2018/19 Financial Forward Plan and Capital Programme, Appendix E2 Capital Programme by Delivery Unit:
<http://barnet.moderngov.co.uk/documents/s45350/Appendix%20E2%20-%20Capital%20Programme%20by%20Delivery%20Unit.pdf>
- 6.3 Growth Strategy (Housing and Growth Committee, 27 January 2020):
<https://barnet.moderngov.co.uk/documents/s52934/Growth%20Strategy.pdf>
- 6.4 Housing and Growth Committee, 14 September 2020, Item 12, COVID-19: Recovery Plan – Thriving
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=10226&Ver=4>
- 6.5 Housing and Growth Committee, 25 November 2020, Item 17, COVID-19: Recovery Plan – Thriving
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=10227&Ver=4>
- 6.6 Rent Relief Policy DPR 21 December.
<https://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=7557>