



Policy and Resources Committee

13 December 2022

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

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

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

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

Officers Recommendations

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

1 PURPOSE OF REPORT

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

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

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

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

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

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

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

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

- Development Portfolio
- Care Homes

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

- Brent Cross
- Highways Programme
- Housing
- Hendon Hub



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




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

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

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

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

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

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

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

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

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

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

1.17 Depot Programme

- 1.18 The Depot Programme aims to reduce the property related costs associated with running the Streetscene services. The programme is reviewing the various leasehold arrangements currently in place and is investigating opportunities to make improvements to the current use of the sites.
- 1.19 Whilst the business case is yet to be taken through the formal approval process, a number of acquisitions have been made in part to provide accommodation for the Streetscene service while site remediation activities were in progress on the existing depot site and also in part to capitalise on strategic opportunities that were presented with Network Rail on adjacent sites.
- 1.20 The Council has negotiated taking the head lease for some sites adjacent to the Oakleigh Road Depot that are owned by Network Rail. At the time of taking the headlease, the sites were leased to private organisations (Brogans and Beil Brothers).
- 1.21 The works undertaken on the Oakleigh Road site so far are as follows:

Phase 1:

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

Phase 2:

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

1.22 Education and Families Capital Programme

- 1.23 The Education and Families Capital Programme delivers projects relating to Children, Schools and Education. Initiatives include;
- Modernisation programme which will oversee improvements to school infrastructure;
 - Additional Places programme for Primary & Secondary Schools which has been able to re-provide 60 places at a primary school level and to create an additional 60 new places at a secondary school and facilitated the building of the new 6 form entry Saracens High School

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

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

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

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

1.26 Town Centres Capital

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

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

1.28 **Greenspaces and Leisure**

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

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

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

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

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

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

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

1.34 Property and Operations Portfolio

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

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

Sustainability

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

Challenges

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

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

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

1.41 Unfunded projects for next 5 years

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

2 REASONS FOR RECOMMENDATIONS

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

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

2 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

2.1 N/A

3 POST DECISION IMPLEMENTATION

3.1 N/A

4 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

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

5.1.2 Relevant council strategies and policies include the following:

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

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

5.2.1 The financial implications of the capital programme are discussed in both the CFO Report and Business Planning report to this Committee.

5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. As set out in the council's Contract Procedure Rules, commissioners should use the Procurement Toolkit, which includes Social Value guidance. The Contract Management Toolkit should also be used to help ensure that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through the contract management process.

5.4 Legal and Constitutional References

- 5.4.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.
- 5.4.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.
- 5.4.3 The council’s Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the terms of reference of the Policy and Resources Committee as being responsible for the oversight and scrutiny of:
- (1) To be responsible for developing the Corporate Plan and recommending it to Full Council for adoption.
 - (2) To be responsible for Finance including:
 - Recommending the Capital and Revenue Budget (including all fees and charges); and Medium Term Financial Strategy; to Full Council for adoption
 - Revenue and Capital Monitoring and Expenditure: Committee to receive a cross-council overview with theme committees scrutinising revenue and capital expenditure within their remits
 - Treasury Management
 - Local Taxation
 - Insurance
 - Corporate Procurement
 - Revenues and Benefits
 - Grants
 - Writing-Off Debt
 - Virements
 - Effective Use of Resources
 - Procurement Forward Plan
 - (3) To be responsible for strategic policy, risk management, oversight of the organisation, performance and operational working of the Council including the following specific functions/activities:
 - Local Plans (except for matters reserved to Full Council)
 - ICT and Digital
 - Customer Services
 - Emergency Planning
 - Equalities, Diversity and Inclusion
 - Contract Monitoring and Management: Cross-organisation overview of contracts with contracts in the terms of reference of another theme committee being scrutinised by that committee
 - Performance Monitoring and Management: Cross-organisation overview of performance

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

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

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

5.5 Risk Management

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

5.6 Equalities and Diversity

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

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

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

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

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

This is also what we expect of our partners.

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

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

5.7 Corporate Parenting

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

5.8 Consultation and Engagement

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

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

5.9 Insight

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

6 Environmental impact

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

7. BACKGROUND PAPERS

- 7.1 None