

Meeting

Overview AND SCRUTINY COMMITTEE

Date and time

Tuesday 23RD JANUARY, 2024

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

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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

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Decisions of the Overview and Scrutiny Committee

27 November 2023

Members Present:-

AGENDA ITEM 1

Councillor Danny Rich (Chair)

Councillor Edith David	Councillor Paul Lemon
Councillor Richard Cornelius	Councillor Arjun Mittra
Councillor Emma Whysall	Councillor Alex Prager
Councillor Peter Zinkin (as substitute for Councillor Dean Cohen)	

Apologies for Absence

Councillor Daniel Thomas	Councillor Giulia Innocenti
Councillor Dean Cohen	Councillor Ernest Ambe

1. ABSENCE OF MEMBERS (IF ANY)

Apologies for absence had been received from Councillor Dean Cohen who was substituted for by Councillor Peter Zinkin.

Apologies for absence had also been received from Councillors Alex Prager, Daniel Thomas, Giulia Innocenti and Ernest Ambe.

2. DECLARATION OF MEMBERS' DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS (IF ANY)

None.

3. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

4. PUBLIC COMMENTS AND QUESTIONS (IF ANY)

None.

5. MEMBERS' ITEMS (IF ANY)

None.

6. PLOT 1 BRENT CROSS TOWN REGENERATION

Councillor Ross Houston, Portfolio Holder for Homes & Regeneration, Cath Shaw, Deputy Chief Executive, and Anisa Darr, Executive Director Strategy & Resources presented a report which detailed a proposal for Barnet Council to make interim funding

available for construction of the first commercial office building at Brent Cross Town (BXT), the lower floors of which have been pre-let to Sheffield Hallam University. It was noted that this would be a significant milestone for the scheme, as Sheffield Hallam would bring its first remote campus to BXT and with four faculties, namely, Digital and Technology, Business and Finance, Health and Wellbeing and Nursing. This would in turn support the creation of a thriving business ecosystem at BXT and a unique selling point for commercial occupiers seeking to recruit and undertake research in the above-mentioned areas.

In response to a query on why if other parties were unwilling to enter the arrangement and why the local authority should be willing, the Cabinet Member stated that one of the proper functions of a local authority when it comes to investment is to do it to enable regeneration. This scheme would meet this function in partnership with a key bank and other investors, in a manageable risk environment, thus allowing for the building to be built, with a tenant in place, with interest paid back from day one.

In response to a question of the financial robustness of the scheme, specifically concerns about the current financial climate, the lower than originally estimated appetite for office space, and the delay in the shopping centre, the Cabinet Member commented that decoupling the proposed shopping centre from the rest of the scheme had allowed the bulk commercial and residential element of the Brent Cross regeneration scheme to go ahead. The Cabinet Member further noted that the proposals and the master plan did not rely on this scheme being linked to the shopping centre, but rather focused on creating a new town centre with a mix of commercial, leisure and residential, which this proposal would support delivery of.

In response to a query on the demand for university places at the Sheffield Hallam remote campus, it was confirmed that not only was the university confident enough to sign a legal contractual agreement to pre-let the site, but this was supported by the CBRE market report. Furthermore, the advice commissioned from KPMG in relation to the Subsidy Control regime required them to assess the condition of the market providing further assurance.

In response to a query on what else the loan could be spent on, the Cabinet Member confirmed that this was a standalone scheme and didn't preclude us investing in other areas such housing for example. However, he stated that the Council would need to be mindful of the increased capital exposure of capital funding if used for other purposes. Officers also confirmed that the proposal wouldn't reduce the Council's ability to borrow capital for other schemes, such as housing, and the interest rate being paid would cover the borrowing costs. Interest payments would cover the council's borrowing costs plus the Minimum Revenue Provision which meant there was no implication on the Council's ability to deliver other services or create a requirement to absorb any of this pressure elsewhere - the proposal would be completely self-contained.

The Committee commented that considering what had been achieved so far and with the new station due to open shortly, in these circumstances it was an appropriate use of public funds to fund the scheme, particularly when there was a pre-let to a quasi-public sector body and a timetable for delivering a key regeneration scheme.

In response to a question on whether the scheme could proceed without this loan, the Cabinet Member confirmed that the Cabinet and officers had looked at options to make the scheme work and this was a good solution and would provide some benefit to the Council. Furthermore, this would support the progress of the wider Brent Cross

scheme, as it doesn't just have implications for Sheffield Hallam and the commercial sector, it impacts the broader scheme and in particular the future delivery of housing. As such, the proposal would protect the momentum of the wider scheme and delivery of housing on the site.

Following consideration of the items the Overview and Scrutiny Committee made the following recommendations.

1. **The Committee endorses the Council welcoming Sheffield Hallam University to Brent Cross Town and welcomes the opportunities it will bring for local people and benefits to the Borough as a whole.**
2. **The Committee supports the principle of the Council intervening to provide funding support for delivery of Plot 1 through the provision of interim project finance.**
3. **The Committee recognises that the proposal should be considered in light of the new Subsidy Control Act 2022.**
4. **In light of recommendation 3, the Committee recommends that Cabinet pay particular attention to the commercial structure, and in particular whether our risks are well aligned with those of commercial partners.**
5. **The Committee recognises that officers have identified and put in place measures to manage the risks associated with the proposed investment, but also note that such an investment can never be wholly risk free; and highlight that it is important that if issues do materialise we work closely with partners to address them in a way that best protects the interests of the Council, the joint venture with Related Argent, and the delivery of Brent Cross Town.**
6. **The Committee recommends that Cabinet pays particular attention to due diligence on the financial position of Sheffield Hallam University especially in relation to any reliance on international students for the scheme to be viable and impact of any immigration changes to their financial position.**
7. **In light of the above, the Committee recommends that Cabinet may wish to consider whether to explore any appropriate adjustments to the proposed financial structure.**

7. ANY ITEM(S) THE CHAIR DECIDES ARE URGENT

None.

8. MOTION TO EXCLUDE THE PRESS AND PUBLIC

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

The Committee resolved – that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act (as amended).

9. EXEMPT - PLOT 1 BRENT CROSS TOWN REGENERATION

RESOLVED that the Committee note the exempt information.

10. ANY OTHER EXEMPT ITEM(S) THE CHAIRMAN DECIDES ARE URGENT

None.

The meeting finished at 6.45 pm

Decisions of the Overview and Scrutiny Committee

21 November 2023

Members Present:

Councillor Danny Rich (Chair)

Councillor Daniel Thomas (Vice-Chair)

Councillor Edith David

Councillor Richard Cornelius

Councillor Paul Lemon

Councillor Arjun Mittra

Councillor Peter Zinkin

(Substitute for Councillor

Dean Cohen)

Councillor Alex Prager

Councillor Ernest Ambe

Councillor Simon Radford (Substitute for

Councillor Emma Whysall)

Councillor Peter Zinkin (Substitute for

Councillor Dean Cohen)

Also in attendance:

Councillor Philip Cohen (Chair of Adults and Health Overview and Scrutiny Sub-Committee)

Councillor Caroline Stock (Vice-Chair Adults and Health Overview and Scrutiny Sub-Committee)

Councillor Rishikesh Chakraborty

Councillor Richard Barnes

Councillor Alison Cornelius

Councillor Ella Rose

Councillor Gill Sargeant

Councillor Giulia Monasterio (Chair of Children and Education Overview and Scrutiny Sub-Committee)

Councillor Lucy Wakeley (Vice-Chair of Children and Education Overview and Scrutiny Sub-Committee)

Councillor Anne Hutton

Councillor David Longstaff

Councillor Tony Vourou

Councillor Liron Woodcock-Velleman

Tamzin Arora (Co-Opted Member of Children and Education Overview and Scrutiny Sub-Committee)

Apologies for Absence

Councillor Dean Cohen

Councillor Giulia Innocenti

Councillor Emma Whysall

1. MINUTES OF THE PREVIOUS MEETING

Councillor Danny Rich, the Chair of the Committee, welcomed all attendees to the meeting. The Committee welcomed the members of the Adults and Health Overview and Scrutiny Sub-Committee, Children and Education Overview and Scrutiny Sub-Committee and Cabinet Members who were in attendance for scrutiny of the proposed budget and medium-term financial strategy.

It was RESOLVED that the minutes of the meeting held on 7 November 2023 be approved as a correct record.

2. ABSENCE OF MEMBERS (IF ANY)

Apologies for absence had been received from Councillor Dean Cohen, who was substituted by Councillor Peter Zinkin.

Apologies for absence had been received from Councillor Emma Whysall who was substituted for by Councillor Simon Radford.

Apologies for absence had been received from Councillor Giulia Innocenti.

3. DECLARATION OF MEMBERS' DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS (IF ANY)

Councillor Danny Rich and Councillor Anne Hutton declared a non-pecuniary interest as they were trustees of Barnet Carers, who received money from the London Borough of Barnet.

Councillor Alison Cornelius declared a non-pecuniary interest as she was a trustee of the Elenor Palmer Trust, but not the Council nominated trustee, which had a care home in sheltered housing.

Councillor Paul Lemon and Councillor Richard Barnes declared a non-pecuniary interest as they were the Council appointed trustees of the Elenor Palmer Trust.

Councillor David Longstaff a non-pecuniary interest as declared as he was a trustee of Elenor Palmer Trust and a trustee of Dementia Club UK and both organisations worked with the Council.

Councillor Peter Zinkin declared a non-pecuniary interest as he was the Director of London Energy Limited which was subsidiary of the North London Waste Authority precept which was mentioned in the agenda papers.

Councillor Arjun Mittra declared a non-pecuniary interest as his family were tenants of Barnet Homes.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC COMMENTS AND QUESTIONS (IF ANY)

None.

6. MEMBERS' ITEMS (IF ANY)

None.

7. BUSINESS PLANNING AND MEDIUM TERM FINANCIAL STRATEGY 2024-2030

The Chair invited Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources and Effective Council, to give an overview of the budget proposals for the Council.

Leader of the Council and Cabinet Member for Resources and Effective Council

The Chair invited Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources and Effective Council, to give an overview of the budget proposals for the Council.

The Leader outlined the context, stating both local and national pressures had impacted the budget, from austerity, inflation, interest rates, increases in energy prices, the effects of the pandemic, a rising elderly population, more children with complex social care needs, and increased cost for temporary accommodation, especially in London, which cumulative resulted in significant shortfalls in the budget. The Council were working to address the issues by investing locally, building more council housing, helping people to live independently, and bringing children's social care provision for placements in-house.

In response to comments from the Committee on the high cost of social care placement packages, the Leader confirmed that pan-London work was ongoing with London Councils and the Council had engaged and was leading in the joint work being undertaken in to reduce the costs, especially in relation to children's social care placements.

In response to comments from the Committee on the value of buying houses that had already been built instead of building additional housing, the Leader confirmed that in doing so the council obtained twice as many houses for the same cost, increasing the housing stock and the associated Council Tax income.

The Committee queried if the Council would seek an above inflation increase in Council Tax despite the rate of inflation decreasing to 4.6%. In response, the Leader confirmed that while the inflation rate had slowed, prices were still rising, and the standard inflation rate widely used stood at 6.8%.

Cabinet Member for Homes and Regeneration

Councillor Ross Houston, Deputy Leader of the Council and Cabinet Member for Homes and Regeneration, gave an overview of the budget and savings proposals within his portfolio which was an area that covered income and investment in assets. He advised the Committee that the rising demand for housing, increased use of temporary accommodation, a 30% increase in homelessness applications, a 20% increase in private rents, while the local housing allowance had been frozen, and a falling supply in housing (down 40% across London), had all led to increased pressures on the budget. There were other pressure areas such as the cost of hotel accommodation, costs associated with the fire safety works, work on damp and mould, and the impact of reduced income from planning services. He reported that the Council were working to address these issues.

The Committee expressed concern that a shortfall in the Housing Revenue Account (HRA) may require input from the General Fund and the potential impact on the reserves and thus the planned Capital Programme. The Cabinet Member noted the concerns and the external pressures affecting the HRA, which were similar for councils across London. He confirmed that a detailed review of the account being undertaken with Barnet Homes to ensure that it was prudently managed. Furthermore, this was not an immediate risk, but one that had to be highlighted to ensure that Members were aware.

In response to questions, the Cabinet Member confirmed that the Colindale Gardens purchase would reduce pressures by £872,000 by reductions in the use of temporary accommodation, rental income, and Council Tax income. In response to a query about

cash incentives to private landlords to reduce temporary accommodation being revenue raising, the Cabinet Member confirmed that scheme focused on larger family homes, and this would be a net benefit by saving on expensive temporary accommodation.

In response to query on if the benefit of the New Homes Bonus continuing, the Cabinet Member confirmed it would add around £1,000,000 to the budget. The Committee noted that Barnet was the largest deliverer of new homes in outer London and the aim was to continue delivering homes of all tenures, with a particular emphasis on making homes affordable. In response to a question on the development of houses for home ownership, the Cabinet Member noted that while schemes such as shared ownership were becoming less popular, a range of options would be considered to support people into home ownership.

In response to comments, the Committee noted that Cabinet, in conjunction with London Councils, is lobbying the Government to review the Local Housing Allowance which had been frozen, and this freeze had severely impacted local councils.

Cabinet Member for Culture, Leisure, Arts and Sports

Councillor Ammar Naqvi, Cabinet Member for Cabinet Member for Culture, Leisure, Arts and Sports, gave an overview of the budget and savings proposals within his portfolio, which has identified £3.45 million worth of savings (and revenue increases) from leisure centres, and £470,000 worth of savings from libraries.

In response to a query on revenue raising opportunities, the Cabinet Member confirmed that several options were being explored including opportunities for growth in the film industry.

The Committee expressed concern about the £200,000 saving in relation to West Hendon Playing Fields. The Cabinet Member confirmed that this was related to income generation opportunities from the new facilities. In response to concerns about the reduction in the libraries budget, the Cabinet Member confirmed that the saving related to reduction in newspaper purchases which, following consultation, it had been identified were no longer widely read.

Noting that the proposed budget relied on Community Infrastructure Levy (CIL) to fund some revenue expenditure, the Committee requested that Cabinet get legal advice on the use of CIL as set out in the budget proposals was within the legal and geographical requirements for how CIL could be used.

Cabinet Member for Health and Wellbeing

Councillor Alison Moore, Cabinet Member for Health and Wellbeing, gave an overview of the main areas of responsibility within her portfolio covering public health, tackling health inequalities, and ensuring health is considered in all council policies. The Cabinet Member noted that Public Health was funded through the Public Health Grant.

In response to a query on fair funding, the Cabinet Member confirmed that while Barnet was one of the largest and most populous boroughs, it received one of the lowest public health grants and this had a significant impact on what could be delivered as the level of need had grown and become more complex. As such, there was a need to gather and use data, including the recent census data for the Barnet population, to highlight the levels of need and thus lobby government for appropriate funding.

In response to a query on how the £10 million debt owed to the Council by NHS would be recovered, noting that failure to recover the debt would have to come from the General Fund, the Cabinet Member reported outstanding monies related to historical care packages and disputes between health and education elements of children's care packages. She advised the Committee that lobbying was taking place to recover the debt.

The Committee were concerned about the level of NHS debt to the Council and recommended that Cabinet carry out its best endeavours to retrieve these monies and report progress back to the Overview and Scrutiny Committee. Furthermore, it was requested that Cabinet writes to the three local Members of Parliament to ask them to lobby the Secretary of State for Health to request that the NHS pay outstanding debts to the Council.

The Committee sought clarification on the saving of £500,000 on adults with mental health needs given the level of need within this area, and recommended Cabinet provide assurances on the potential impacts of these savings proposals.

The Committee further noting the expenditure within the budget that assumes funding coming in from the NHS, including £1 million in continuing health care and £10 million in outstanding debt, recommends the following concerns to Cabinet:

- a. Should explore the fiscal relationship with the NHS as much as is practically possible.
- b. Should consider the reality of transfer of funds from NHS and evaluate the likelihood of this money being received and the impact should the funding not materialise.
- c. Look at the money coming from the NHS and money going to the NHS in the aggregate to decide if it is feasible; and
- d. Having done the above, provide update on the position to the Overview and Scrutiny Committee.

Cabinet Member for Adults and Health

Councillor Paul Edwards, the Cabinet Member for Adults and Health, gave an overview of the budget and savings proposals within his portfolio. He reported that the Local Government Association had stated there is a crisis in adult social care, with demand outstripping supply, especially following the pandemic. As such, the Council was keen to invest in reablement to enable people to stay in their own homes.

In response to a question, it was confirmed that the £300 self-funding brokerage fee was not a for profit for the Council and was used for planning and arranging, brokering and quality management of the move into a care home. In response to a query on the proposed saving under 'Adults 27 (reductions in demand pressures due to prevention work)', officers confirmed that the work was underway to develop these plans and that the use of new software and technology which will predict people who need services and intervene earlier to prevent them from needing care, would realise this savings.

The Committee expressed concern about 'Adults 27', given that it is the largest saving and would require £3 million savings per year and recommend that more detail be provided about how this will be achieved and Cabinet reconsider saving 'Adults 27' to determine if it was achievable to save these significant sums of money within the time frame.

The Committee, noting that Barnet had one of the highest hospital discharge rates in London which led to additional costs for the Council on work relating to discharges including reablement and ongoing support, recommend that Cabinet Member jointly with the Chair of Adults & Health Overview and Scrutiny Sub-Committee, write to and call on the Government and North Central London Integrated Care Board to provide extra funding for people as they are discharged from hospital and need additional support to return home and maintain independence.

The Committee sought clarification on 'Adults 6' and the £1 million saving. Officers reported that this would capitalise telecare spending. The Committee recommended that Cabinet give further consideration when savings are moved from the revenue to the capital budget to ensure this was an appropriate action to undertake (i.e., capitalisation of spending which could include borrowing).

The Committee further recommended that new technology, that may enable more citizens to be more independent and thereby not need intervention so ultimately produce savings, is explored.

Cabinet Member for Family Friendly Barnet

Councillor Pauline Coakley Webb, Cabinet Member for Family Friendly Barnet, gave an overview of the budget and savings proposals within her portfolio. She highlighted that the Council were responsible for approximately 300 children in care and the top priority was their wellbeing.

The Cabinet Member highlighted the exceptionally high cost of placements for children and the profits being made by private providers, and questioned why the price was not capped nationally and them being run as "not for profit". The Committee noted that Cabinet Member in lobbying the Government to change the law and either cap the price of care placements, or that private providers were run as "not for profit" so that companies were not making a profit from vulnerable children. Officers confirmed that the placement provision being explored would be provided locally and was expected to be better provision if provided inhouse.

In response to questions on the reduction of agency staff and services, the Cabinet Member confirmed that having in-house foster carers would provide continuity for children in care which would be beneficial. In response a question on SEND transport savings, the Cabinet Member confirmed that every change made to services provided for children with additional needs would be assessed on a case-by-case basis to ensure that it was not detrimental to their wellbeing.

The Committee queried what provision was in place and what the impact would be should the expected £3 million in the Autumn Statement not materialise. Officers confirmed that they would need to implement some of the proposed savings, such as in-house placement care sooner to bridge the gap.

Cabinet Member for Environment and Climate Change

Councillor Alan Schneiderman, Cabinet Member for Environment and Climate Change gave an overview of the budget and savings proposals within his portfolio. He highlighted the savings and stated that the Council were working towards making Barnet a cleaner and greener borough which had provided additional investment in roads and pavements, digital systems, and increased residential engagement through the Citizens and Youth

Assembly. He also stated that the introduction of 2,000 Electric Vehicle (EV) charging points would generate approximately £800,000 income for the Council.

In response to questions from the Committee, the Cabinet Member stated that providing better maintenance for Barnet's roads and highways would prevent future potholes and damaged roads. It was also confirmed that with the proposed income generation schemes within this portfolio, resident engagement would be included in the final consideration of any changes.

Cabinet Member for Community Safety and Participation

Councillor Sara Conway, Cabinet Member for Community Safety and Participation, thanked officers in the Community Safety and Community Participation teams as they worked on building partnerships and creating a safer community for residents. In response to questions, the Cabinet Member stated that the CCTV transformation had been future proofed, and reviews were scheduled to ensure the effectiveness of the system.

In response to a query on the proposed £300K savings (New operating model aligned to newly defined priorities in the Community Safety team) under SSR7, Cabinet agreed to provide details of what the new model was and what the new priorities would be to archive the savings outside of the meeting.

Cabinet Member for Community Wealth Building

Councillor Anne Clarke, Cabinet Member for Community Wealth Building, responded to questions on the introduction of the London Living Wage accreditation in the Borough. She highlighted the importance of this for residents affected by the cost-of-living crisis and employers recruiting for positions.

RESOLVED that the Overview and Scrutiny Committee

- 1. Having considered 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) had the following specific concerns and made the following recommendations for Cabinet to examine:**
- 2. Notes that any changes made in the Autumn Statement on 22 November 2023 that impact the MTFS may be incorporated into the paper presented to Cabinet on 12 December 2023.**
- 3. Noting that the proposed budget relied on Community Infrastructure Levy (CIL) to fund some revenue expenditure, noted that legal advice had been requested on the use of CIL as set out in the budget proposals.**
- 4. The Committee, being concerned about the level of NHS debt to the Council, recommends that Cabinet carry out its best endeavours to retrieve these monies and report progress back to the Overview and Scrutiny Committee.**
- 5. That Cabinet considers writing to the three local Members of Parliament to ask them to lobby the Secretary of State for Health to pay outstanding debts to the Council.**

6. The Committee, having sought clarification on the saving of £500,000 on adults with mental health needs, is concerned that Cabinet may need assurance on these savings proposals given the level of need within this area.
7. The Committee further noting the expenditure within the budget that assumes funding coming in from the NHS, including £1 million in Continuing Health Care and £10 million in outstanding debt, recommends that Cabinet:
 - a. Explore the fiscal relationship with the NHS as far as is practically possible.
 - b. Consider the reality of transfer of funds from NHS and evaluate the likelihood of this money being received and the impact should the funding not materialise,
 - c. Look at it in the aggregate (money coming from the NHS and money going to the NHS) to decide if it is feasible.
8. The Committee having expressed concern about 'Adults 27', given that it is the largest saving and will require £3 million savings per year, recommend that more detail be provided about how this saving will be achieved, and request that Cabinet reconsider the saving to determine if it is achievable to save these significant sums of money within the time frame.
9. The Committee, noting that Barnet has one the highest hospital discharge rates in London and the associated costs, recommend that Cabinet Member for Adults & Health jointly with the Chair of the Adults & Health Overview and Scrutiny Committee Sub-Committee write and call on the Government and North Central London Integrated Care Board to provide extra funding for people as they are discharged from hospital and need additional support to return home and main independence.
10. That Cabinet give further consideration when savings are moved from the revenue to the capital budget to ensure this is an appropriate action to undertake (capitalisation of spending which could include borrowing).
11. The Committee supports the use of new technology which may enable more citizens to be more independent and thereby not need intervention so ultimately produce savings be explored.
12. The Committee noted that there was a new model under SSR7 (New operating model aligned to newly defined priorities in the Community Safety team) and questioned how savings would be achieved.

8. CABINET FORWARD PLAN (KEY DECISION SCHEDULE)

The Committee considered the report that sets out the Cabinet Forward Plan (Key Decision Schedule) for 2023/24.

The Committee noted that the Plan included items that could be included in the committees work programme for pre-decision scrutiny during 2023/24. Following consideration of the item, the Chair moved to vote on the recommendations in the report which were unanimously agreed.

RESOLVED that the Committee note the Cabinet Forward Plan (Key Decision Schedule).

9. SCRUTINY WORK PROGRAMME

The Committee RESOLVED to note the Overview and Scrutiny Committee 2023- 2024 Work Programmes for Overview and Scrutiny Committee.

10. ANY ITEM(S) THE CHAIR DECIDES ARE URGENT

None.

The meeting finished at 9.59 pm

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Overview and Scrutiny Committee Actions Log 2023-24

Date of Meeting	Action	Responsible office	Due date/ completed	Response
07.11.2023	In response to a query on Community Trigger initiative and the impact of the activity to promote the use of the Community Trigger, officers agreed to provide data on new figures on the impact of the promotion of the Community Trigger initiative.	Assistant Director, Counter Fraud, Community Safety & Protection	Completed	Data is provided each quarter via SCPB and internal staff briefing for the trigger is as per the attached Briefing note – majority of front-line staff who come into contact with ASB complainants are using the Community Trigger (now referred to as the ASB Case Review) signature block Request related to a specific issue and a response was provided directly to Cllr Khalick
07.11.2023	In response to a query on the progress of Ward Walks and issues that had been identified, the Cabinet Member also confirmed that a report on this was due at the next SCBP meeting and would be shared with the Overview and Scrutiny Committee.	Assistant Director, Counter Fraud, Community Safety & Protection	Completed	Update on Barnet Community Safety Hubs and Community Safety Ward Walks Agenda for Safer Communities Partnership Board on Friday 24th November, 2023, 10.00 am (moderngov.co.uk) - Item 10. ASSURANCE COMMUNITY SAFETY 6 MONTHLY UPDATE (pages 18-21)
07.11.2023	In response to a question on the Prevent funding, officers confirmed that from 1 April 2024 Barnet would be deprioritised and would not receive Prevent funding from MOPAC. As the impact of the funding gap was being explored, especially considering the global situation, Barnet had asked MOPAC to revisit their decision. Officers were requested to provide feedback on the funding discussions with MOPAC and following that discussion details of how the Prevent work would be delivered going forward.	Executive Director of Assurance	Ongoing	Home office Funding for Prevent work in Barnet will be withdrawn from April 2024. This is due to the redesign of the UK prevent program which will operate a regional model, which replaces the current local model. Updates regarding future funding applications will be given once they have been determined. The continued funding of the prevent and Hate crime coordinators post is being considered in the MTFS assessments. Prevent duty guidance: England and Wales (2023) Prevent duty guidance for specified authorities in England and Wales. https://assets.publishing.service.gov.uk/media/64f8498efdc5d10014fce6d1/14.258_HO_Prevent_Duty_Guidance_v5c.pdf
07.11.2023	Officers were requested to circulate details of the various “Work together for safer streets, community and public spaces” initiatives and to share the dates for upcoming Serious Incident Response Meetings.	Assistant Director, Counter Fraud, Community Safety & Protection	Completed	Examples of schemes are: <ul style="list-style-type: none"> • Community Safety Hubs – where residents can report community related concerns such as ASB and fly tipping. • Ask for ANI - The Ask for ANI codeword scheme enables victims of domestic abuse to discreetly ask for immediate help in participating pharmacies and Jobcentres. It was launched in 2021 by the Home Office and is now managed by Hestia’s UK Says No More campaign.

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				<ul style="list-style-type: none"> Ask for Angela - Sometimes you can find yourself in a situation that isn't safe or that makes you feel uncomfortable. In premises that operate Ask for Angela, you can discreetly ask for help from a member of staff if this happens. <p>The council recognises the importance of residents feeling safe in their home and their community in Our Plan for Barnet. A network of safe spaces for women, girls, and individuals that identify as female will help tackle a key issue of concern to our residents and create a space for women to seek temporary refuge if they require assistance or support when out in our public places during the evening and nighttime . The council will work with local licensed premises and shops to act as a safe space, the name of the network will be further explored. A safe space is a place where women can seek temporary refuge if they are feeling vulnerable or require support in completing their onward journey during the evening and nighttime hours. Staff in safe spaces will not be required to provide specialist intervention but will signpost individuals and contact emergency services if required. We recommend training and written guidance for safe spaces is led by our violence against women and girl's colleagues for a pilot network. Women will also be able to access a safe space if they need a place to wait for a taxi or require assistance with charging their phone or access to a phone, to assist them with completing their onward journey safely. CST officers contribute by way of high vis patrols (reassurance and enforcement) and PSPO and other ASB and Enviro Crime enforcement activities inc Pop up hubs.</p> <p>For Serious Incident Response Meetings – these are in response to incidents.</p>
07.11.2023	Officers were requested to provide an explanation as to the disparity of figures, in relation to the CCTV data in Golders Green and Childs Hill.	Action: Assistant Director, Counter Fraud, Community Safety & Protection	Ongoing	. The current CCTV upgrade includes replacing all old and defective CCTV cameras (of which there were some in Golders Green and Childs Hill). We currently have 116 out of 127 camera sites that are fully functional. The remaining 11 are undergoing electrical installation repairs and will be coming online as these repairs are completed. There is a continuous program of

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				monitoring crime hot spots across the borough which allows consideration to be made of increasing cameras in a particular area or location to tackle specific issues that arise.
07.11.2023	Officers to provide a list of all the venues that had signed up to “Ask for Angela” initiate and consider how the details could be shared to women and girls in Barnet.	Action: Director Early Help and Children’s Social Care Services	Completed	The List of venues is held by the Met Police. Officers have also noted “that advertising outside of existing notices inside women’s toilets in these venues as it could impact on ability of women being able to discreetly ask for help.”
07.11.2023	In response to comments from the committee the Leader noted that while the budget overspend was mainly attributed to statutory spending, officers would undertake to publish an action plan, by 30 November 2023, on what work was being done to reduce the projected overspend.	Executive Director of Strategy & Resources	Completed	Action plan incorporated in the Budget paper Item 7 Agenda for Overview and Scrutiny Committee on Tuesday 21st November, 2023, 7.00 pm (modern.gov.co.uk) – Item 7. BUSINESS PLANNING AND MEDIUM-TERM FINANCIAL STRATEGY 2024-2030
07.11.2023	In response to comments from the Committee, officers undertook to ensure that future reports provided more clarity to enable proper scrutiny of the current financial position. The Leader also agreed that officers would provide a report detailing the “RE returning services income challenges”	Executive Director of Strategy & Resources	Due 23 January 2024	This will be included in the Chief Finance Officer Report – 2023/24 Q3 Financial Forecast and 2023/24 Budget Management report coming to O&S committee on 23 January 2024.
07.11.2023	On the proposed approval of an increase to the council’s Operational Boundary and Authorised Limit for External Debt to reflect the council’s current expectations around use of reserves over 2023-24 and capital expenditure requiring prudential borrowing, the Committee agreed to refer this matter to the Cabinet with a request for reassurance that Cabinet was satisfied that this proposal was prudent.	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (modern.gov.co.uk) – Item 12. REPORT OF OVERVIEW & SCRUTINY COMMITTEE TO CABINET - OUTTURN, QUARTER 1 AND MID-YEAR TREASURY MANAGEMENT STRATEGY AND PERFORMANCE UPDATE 2023-24
07.11.2023	The Committee also agreed to recommend to Cabinet that largest major capital programme schemes should have their business cases refreshed/reviewed considering the current economic situation.	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (modern.gov.co.uk) – Item 12. REPORT OF OVERVIEW & SCRUTINY COMMITTEE TO CABINET - OUTTURN, QUARTER 1 AND MID-YEAR TREASURY MANAGEMENT STRATEGY AND PERFORMANCE UPDATE 2023-24

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07.11.2023	The Committee also agreed to recommend to Cabinet that officers provide information on the Council's Borrowing strategy, so as to understand the circumstances in which the Council could borrow external funds. Action: Scrutiny Officer to Refer Item to Cabinet	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (moderngov.co.uk) – Item 12. REPORT OF OVERVIEW & SCRUTINY COMMITTEE TO CABINET - OUTTURN, QUARTER 1 AND MID-YEAR TREASURY MANAGEMENT STRATEGY AND PERFORMANCE UPDATE 2023-24
07.11.2023	Regarding the level of risk RCS018 “resettlement schemes”, officers were requested to provide update data at the next quarterly update to this the committee. The Leader also confirmed that a full report on the associated issues would be brought to a future Cabinet meeting.	Head of Performance, Programmes and Risk	Ongoing	This will be included in a report coming to a future O&S committee on the Annual Performance and risk report.
21.11.2023	Notes that any changes made in the Autumn Statement on 22 November 2023 that impact the MTFS may be incorporated into the paper presented to Cabinet on 12 December 2023.	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (moderngov.co.uk) – Item 10. REPORT OF OVERVIEW AND SCRUTINY COMMITTEE TO CABINET - RECOMMENDATIONS ON BUSINESS PLANNING 2024-2030 AND IN-YEAR BUDGET MANAGEMENT 2023/24
21.11.2023	Noting that the proposed budget relied on Community infrastructure Levy (CIL) to fund some revenue expenditure, noted that legal advice had been requested on the use of CIL as set out in the budget proposals.	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (moderngov.co.uk) – Item 10. REPORT OF OVERVIEW AND SCRUTINY COMMITTEE TO CABINET - RECOMMENDATIONS ON BUSINESS PLANNING 2024-2030 AND IN-YEAR BUDGET MANAGEMENT 2023/24
21.11.2023	The Committee, being concerned about the level of NHS debt to the Council, recommends that Cabinet carry out its best endeavours to retrieve these monies and report progress back to the Overview and Scrutiny Committee.	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (moderngov.co.uk) – Item 10. REPORT OF OVERVIEW AND SCRUTINY COMMITTEE TO CABINET - RECOMMENDATIONS ON BUSINESS PLANNING 2024-2030 AND IN-YEAR BUDGET MANAGEMENT 2023/24
21.11.2023	That Cabinet considers writing to the three local Members of Parliament to ask them to lobby the Secretary of State for Health to pay outstanding debts to the Council	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (moderngov.co.uk) – Item 10. REPORT OF OVERVIEW AND SCRUTINY COMMITTEE TO CABINET -

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				RECOMMENDATIONS ON BUSINESS PLANNING 2024-2030 AND IN-YEAR BUDGET MANAGEMENT 2023/24
21.11.2023	The Committee, having sought clarification on the saving of £500,000 on adults with mental health needs, is concerned that Cabinet may need assurance on these savings proposals given the level of need within this area.	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (moderngov.co.uk) – Item 10. REPORT OF OVERVIEW AND SCRUTINY COMMITTEE TO CABINET - RECOMMENDATIONS ON BUSINESS PLANNING 2024-2030 AND IN-YEAR BUDGET MANAGEMENT 2023/24
21.11.2023	The Committee further noting the expenditure within the budget that assumes funding coming in from the NHS, including £1 million in Continuing Health Care and £10 million in outstanding debt, recommends that Cabinet: a. Explore the fiscal relationship with the NHS as far as is practically possible. b. Consider the reality of transfer of funds from NHS and evaluate the likelihood of this money being received and the impact should the funding not materialise, c. Look at it in the aggregate (money coming from the NHS and money going to the NHS) to decide if it is feasible.	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (moderngov.co.uk) – Item 10. REPORT OF OVERVIEW AND SCRUTINY COMMITTEE TO CABINET - RECOMMENDATIONS ON BUSINESS PLANNING 2024-2030 AND IN-YEAR BUDGET MANAGEMENT 2023/24
21.11.2023	The Committee having expressed concern about ‘Adults 27’, given that it is the largest saving and will require £3 million savings per year, recommend that more detail be provided about how this saving will be achieved, and request that Cabinet reconsider the saving to determine if it is achievable to save these significant sums of money within the time frame.	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (moderngov.co.uk) – Item 10. REPORT OF OVERVIEW AND SCRUTINY COMMITTEE TO CABINET - RECOMMENDATIONS ON BUSINESS PLANNING 2024-2030 AND IN-YEAR BUDGET MANAGEMENT 2023/24
21.11.2023	The Committee, noting that Barnet has one the highest hospital discharge rates in London and the associated costs, recommend that Cabinet Member for Adults & Health jointly with the Chair of the Adults & Health Overview and Scrutiny Committee Sub-Committee write and call on the	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (moderngov.co.uk) – Item 10. REPORT OF OVERVIEW AND SCRUTINY COMMITTEE TO CABINET - RECOMMENDATIONS ON BUSINESS PLANNING 2024-2030 AND IN-YEAR BUDGET MANAGEMENT 2023/24

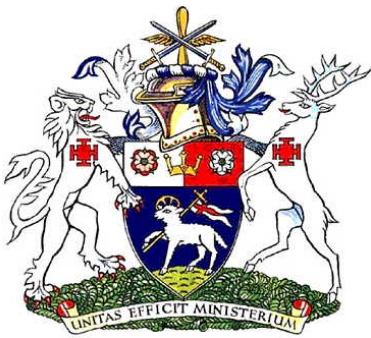
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	Government and North Central London Integrated Care Board to provide extra funding for people as they are discharged from hospital and need additional support to return home and main independence.			
21.11.2023	. That Cabinet give further consideration when savings are moved from the revenue to the capital budget to ensure this is an appropriate action to undertake (capitalisation of spending which could include borrowing)	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (moderngov.co.uk) – Item 10. REPORT OF OVERVIEW AND SCRUTINY COMMITTEE TO CABINET - RECOMMENDATIONS ON BUSINESS PLANNING 2024-2030 AND IN-YEAR BUDGET MANAGEMENT 2023/24
21.11.2023	The Committee supports the use of new technology which may enable more citizens to be more independent and thereby not need intervention so ultimately produce savings be explored.	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (moderngov.co.uk) – Item 10. REPORT OF OVERVIEW AND SCRUTINY COMMITTEE TO CABINET - RECOMMENDATIONS ON BUSINESS PLANNING 2024-2030 AND IN-YEAR BUDGET MANAGEMENT 2023/24
21.11.2023	The Committee noted that there was a new model under SSR7 (New operating model aligned to newly defined priorities in the Community Safety team) and questioned how savings would be achieved	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (moderngov.co.uk) – Item 10. REPORT OF OVERVIEW AND SCRUTINY COMMITTEE TO CABINET - RECOMMENDATIONS ON BUSINESS PLANNING 2024-2030 AND IN-YEAR BUDGET MANAGEMENT 2023/24
27.11.2023	The Committee recognises that the proposal (Brent Cross) should be considered in light of the new Subsidy Control Act 2022	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (moderngov.co.uk) – Item 14. REPORT OF OVERVIEW & SCRUTINY COMMITTEE TO CABINET - RECOMMENDATIONS ON PLOT 1 BRENT CROSS TOWN REGENERATION
27.11.2023	The Committee recommends that Cabinet pay particular attention to the commercial structure, and in particular whether our risks are well aligned with those of commercial partners.	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (moderngov.co.uk) – Item 14. REPORT OF OVERVIEW & SCRUTINY COMMITTEE TO CABINET - RECOMMENDATIONS ON PLOT 1 BRENT CROSS TOWN REGENERATION

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27.11.2023	The Committee recognises that officers have identified and put in place measures to manage the risks associated with the proposed investment, but also note that such an investment can never be wholly risk free; and highlight that it is important that if issues do materialise we work closely with partners to address them in a way that best protects the interests of the Council, the joint venture with Related Argent, and the delivery of Brent Cross Town.	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (moderngov.co.uk) – Item 14. REPORT OF OVERVIEW & SCRUTINY COMMITTEE TO CABINET - RECOMMENDATIONS ON PLOT 1 BRENT CROSS TOWN REGENERATION
27.11.2023	The Committee recommends that Cabinet pays particular attention to due diligence on the financial position of Sheffield Hallam University especially in relation to any reliance on international students for the scheme to be viable and impact of any immigration changes to their financial position.	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (moderngov.co.uk) – Item 14. REPORT OF OVERVIEW & SCRUTINY COMMITTEE TO CABINET - RECOMMENDATIONS ON PLOT 1 BRENT CROSS TOWN REGENERATION
27.11.2023	The Committee recommends that Cabinet may wish to consider whether to explore any appropriate adjustments to the proposed financial structure.	Scrutiny Officer	Completed	Referred to Cabinet on 12 Dec 2023 – response in the Printed minutes 12th-Dec-2023 19.00 Cabinet.pdf (moderngov.co.uk) – Item 14. REPORT OF OVERVIEW & SCRUTINY COMMITTEE TO CABINET - RECOMMENDATIONS ON PLOT 1 BRENT CROSS TOWN REGENERATION

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	<h2>Overview and Scrutiny Committee</h2>
Title	Towards Net Zero – Decarbonisation of the Corporate Estate
Date of meeting	23 January 2024
Report of	Deputy Chief Executive
Wards	All
Status	Public
Urgent	No
Appendices	Appendix A: Portfolio Definition Appendix B: Toward Net Zero Decision Making Tool Survey Responses
Officer Contact Details	John Garbett, Portfolio Lead - Towards Net Zero - John.garbett@barnet.gov.uk
Summary	
<p>This paper provides an overview of progress against the council’s commitments to reach net zero as an organisation by 2030, and the actions taken against the Sustainability Action Plan in relation to the decarbonisation of operational buildings.</p>	
Recommendations	
<ol style="list-style-type: none"> 1. The Committee notes the progress with the Towards Net Zero (TNZ) Programme of works, and the ongoing determination to continue programmes of work over the next two years, within a defined budget to be agreed by Cabinet by March 2024. 2. The Committee identify any area which they wish to scrutinise in-depth or refer to the Cabinet/Council (if any) 	
1. Reasons for the Recommendations	
<ol style="list-style-type: none"> 1.1 Towards Net Zero Portfolio <ol style="list-style-type: none"> 1.1.1 This report is presented to provide an update on progress in delivering the TNZ Programme within the Sustainability Action Plan, as requested by the Committee at their meeting on 4 September 2023. 	

- 1.1.2 The Council embarked on the Towards Net Zero programme of works in 2018, prior to the council’s declaration of a Climate and Biodiversity emergency, in May 2022 and the formation of a Sustainability Strategy to realise our organisational ambition of achieving net zero carbon emissions by 2030.
- 1.1.3 The development of the council’s Sustainability Strategy framework in December 2021, accompanied by the carbon baseline, identified that organisationally the largest source of emissions comes from council owned buildings through its use of utilities such as heating, electricity, water and fugitive emissions. Fugitive emissions occur where for instance gas boilers installed at buildings fail to operate correctly, and leak gas into the atmosphere. Carbon emissions produced by schools were initially excluded from the carbon baseline exercise due to a decision around organisational and financial boundaries, however work is underway to improve energy data, including schools, prior to the re-baselining of stationary energy emissions within the programme.
- 1.1.4 The Council also completed a pilot project through the Net Zero Estates Tool in November 2022 in partnership with EY, the consultancy engaged to support the business case for the schemes, and the Association of Directors of Environment, Economy, Planning and Transport (ADEPT). The tool produced a recommended pathway to prioritise retrofit measures across operational council buildings and estimated a total cost of c. £70m to retrofit to net zero across the council estate.
- 1.1.5 The TNZ programme was formally established to deliver on this pathway and support the council’s ambition to achieve net zero by 2030 through the retrofit of the Corporate Estate. More information on the aims and objectives of the programme is available within Appendix A.
- 1.1.6 The programme also involves the identification and review of a wide range of technologies and decarbonisation solutions. These include commercial roof top solar power installations, battery storage, behind-the-meter power monitoring, BMS enhancements, radiant heating and water source heat pumps. These works initially involved the installation of energy saving measures through the RE:FIT scheme, including boiler optimisers, LED lighting and solar photovoltaic panels installed at 13 council buildings, including libraries. These measures are estimated to result in carbon savings of up to 139 tCO₂e per annum.
- 1.1.7 In addition, in March 2021, the council was awarded an initial £1.38m grant funding in phase 1 the Public Sector Decarbonisation Scheme (PSDS) for the decarbonisation of 18 buildings, including schools and libraries, through the installation of air source heat pumps, photovoltaic panels, battery storage, LED lighting and Central Management Systems (CMS). As shown below:

	Air source Heat Pump	LED	Solar PV	Eco Pilot	Battery Storage	Heat meter
Childs Hill Library	14 kw	X	X			x
Edgware Library	50 kw					x
Family Resource Centre	19 kw					x
Finchley Youth Theatre		X	X			
Friary House		X				

Friary Park - Bowls Pavilion		X				
Greentop Centre		X				
Meadway Pupil Referral Unit		X				
Mill Hill Library - Building	14 kw	X				x
New Park House Children's Home		X	X			
Newstead Children's Centre		X	X			
North Finchley Library (2x heat pumps)	28 kw					x
Osidge Library		X	X		x	x
Parkfield Children's Centre			X		x	
Colindale office (4 heat pumps)	420 kw			x		x
Whitings school			X		x	
Queenswell infants			X			

1.1.8 PSDS 1 was expected to be completed in March 2022, however due to delays turning on heat pumps at some sites, practical completion at all sites will not take place until January 2024. The causes of the delay to the practical completion of the PSDS phase 1 grant funding scheme involving heat pump commissioning are:

- The original heat pump sub-contractor become insolvent during installation so control systems needed to be re-programmed with new software.
- Issue with replacement sub-contractor resources.
- Necessary changes to the programme, as a result of unaffordable UKPN enabling costs.



Caption: Battery storage installed through Public Sector Decarbonisation Scheme Phase 1.

1.1.9 The projects are estimated to achieve combined carbon savings of 286.7 tCO₂e per annum and financial savings of up to £48k per annum.

1.2 Tranche One – the current programme of work

1.2.1 Decarbonised heat and power

The programme to decarbonise the council's estate gathered momentum with the with the successful PSDS3a grant application which would part fund a £12m programme of works to retrofit of 19 sites, including schools, council buildings and a community nursery.

	ASHP (Total kW)	ASHP no	ASHP Kw	Water heaters	Draught Proofing	Solar Thermal Size Kwhr	Solar PV Kwp	LED	Double Glazing	Radiators
Bell Lane	57	3	19		Y	15		y		
Brooklands	105	1	105		Y			y		
Foulds	200	4	55		Y			y		
Hollickwood	114	6	19		Y		10.4		y	
Holly Park Primary	114	6	19		Y	15		y		
Martin	267	2	105		Y	15		y		
Martin		3	19		Y					
Moss Hall Infant & Juniors & Swimming Pool	753	5 12	105 19	3x6 Kw	Y	15	94.5			
Moss Hall Nursery	57	3	19		Y		7.56			
Tudor	248	2	105		Y	15		y		
Tudor		2	19		Y					
Underhill	114	6	19		Y	15	10.4			
Wessex Gardens (Swimming Pool Building)	105	1	105		Y		10.4	y		y
34-36 Woodhouse Road	28	2	14		Y		3.69			
Family Resource Centre	57	3	19		Y		6.35			y
Edgware Infants	219	1	105		Y					
Edgware Infants		6	19		Y					
New Park House Children's Home	76	4	19		Y					y
North Finchley Library	76	4	19		Y					
Northside Primary	225	5	45		Y					
Brunswick Park	114	6	19		Y		10.4	y		
Osidge	219	1 6	105 19		Y			y		

1.2.2 Works are expected to conclude by June 2024, with energy efficiency measures installed that include heat pumps, solar PV, and LED lighting, all expected to deliver carbon savings of up to 754 tCO₂e. Savings predicted as a result of Tranche 1 are:

Scheme Name	Annual Carbon Savings (tonnes), excluded from 2030 target and baseline	Annual Kwhr savings Gas and Electricity)	Annual gas consumption reduction
PSDS1	286.7	1,061,091	1,246,665 Kwhrs
PSDS3a	753.59	4,161,404	4,790,277 Kwhrs

The total cost of the PSDS3a programme is estimated to be £12m. It will be funded via a combination of PSDS3a grant funding as well as s106 carbon offset fund and external borrowing.

pumps installed at Moss PSDS3a.



Caption: Air source heat pumps installed at Moss Hall Nursery as part of PSDS3a.

1.2.3 There is an outstanding issue at Foulds Primary, where the heat pump reports errors because of a point of failure between the boiler. The bivalent system design is intended to operate the gas boiler when the outside temperature drops to -2 degrees centigrade, so the boiler can provide the bulk of the heat for the school. Then, when there is sufficient heat in the buildings, the heat pumps should automatically switch on to maintain the temperature, and the gas boiler will shut down. The current issue is that the wiring connection between the boiler control panel and heat pumps is at fault. This was reported to the lead contractor in the week commencing 8 January, and a plan to resolve the faults is to be implemented as soon as possible.

outstanding issue at where the heat pump because of a point of heat pump and gas boiler. The bivalent system design is intended to operate the gas boiler when the outside temperature drops to -2 degrees centigrade, so the boiler can provide the bulk of the heat for the school. Then, when there is sufficient heat in the buildings, the heat pumps should automatically switch on to maintain the temperature, and the gas boiler will shut down. The current issue is that the wiring connection between the boiler control panel and heat pumps is at fault. This was reported to the lead contractor in the week commencing 8 January, and a plan to resolve the faults is to be implemented as soon as possible.

1.3 Caretaker’s home retrofit pilot – 3 Chandos Road

1.3.1 In December 2023, a retrofit pilot project was completed at a caretaker’s residence at Chandos Road, with the primary aim of learning lessons that can be shared with private homeowners, landlords and Barnet Homes.

1.3.2 Following the approval of £84,000 through the council’s prevention fund, energy efficiency measures were installed on the property, including the removal of the gas boiler and installation of an air source heat pump, external wall insulation, roof and loft insulation, solar photovoltaic panels, double glazing and replacement of the front porch. The main benefits of the scheme have been to learn valuable lessons on cost, quality control, attention to detail, cost effectiveness of interventions and to identify

any others can be left with should be only be benefits in



Caption: Front of the house with external wall insulation and

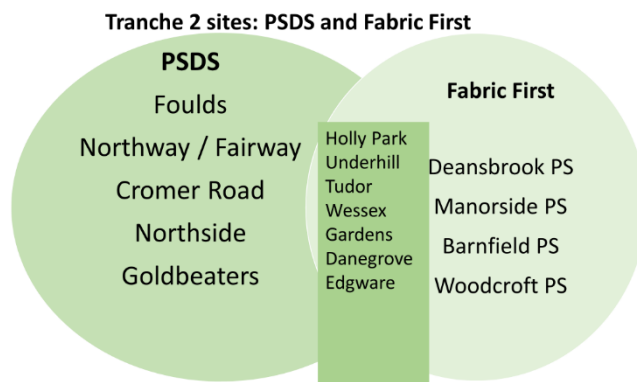
unintended consequences that learn from. Overall, the tenant has a warmer and healthier home that cheaper to heat, although that will possible to fully quantify the Spring 2024.,

new double-glazed windows and porch, rendering.

1.4 Priorities for the next two years - Tranche Two – proposed programme, subject to budget allocation

1.4.1 In developing the next phase of the TNZ programme to be delivered before April 2026, a second batch of 16 buildings has been identified. The proposed programme is to decarbonise 12 schools and to implement energy efficiency measures at 10 sites, with works including insulation, LED lighting, photovoltaic panels and heat pumps

1.4.2 The proposed programme of works will be planned to ensure minimum disruption to daily activities at schools. Planned works will be supported by a site project plan, agreed with the school in advance of works starting.



1.4.3 Surveys have been conducted at each site identified for inclusion, in order to confirm the planned interventions and estimate the subsequent carbon and energy savings afterwards.

1.4.4 An Outline Business Case (OBC) for this phase was completed in January 2023, and, at the time of writing, funding bids were under consideration. Tranche 2 has been

estimated to cost £18.30m and to help meet this cost, the Council has submitted a PSDS 3c grant application, which is now under assessment by Salix Finance. The outcome of the application is due to be announced in February 2024.

1.4.5 The proposed programme of works consists of the sites and works to be completed at each site as shown below:

Site	ASHP	WSP	Solar Pv	Windows	Doors	Pitch roof	flat roof	EWI	IWI	LED	Controls
Holly Park School			Y	Y	Y	Y			Y	Y	Y
Wessex Gardens School			Y	Y		Y	Y		Y	Y	Y
Underhill Primary School			Y							Y	Y
Tudor Primary School			Y							Y	Y
Edgware Primary School (including the Nursery)	2 x 105 Kw/hr		Y	Y	Y	Y	Y		Y	Y	Y
Deansbrook Primary school			Y	Y	Y	Y	Y	Y			
Danegrove Primary School(Ridgeway Avenue)	1 x 19 Kw/hr		Y						Y	Y	Y
Barnfield Primary School			Y	Y		Y	Y		Y	Y	Y
Manorside Primary school			Y	Y	Y	Y	Y		Y	Y	Y
Woodcroft Primary School			Y	Y	Y	Y	Y		Y	Y	Y
Foulds Primary School	3 x 154 Kw/hr	1 x 110 kw/hr	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Y	Y
Goldbeaters Primary School	4 x 16 kw/hr	1 x 106 Kw/hr	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Y	Y
Northway / Fairway Prmaray school	3 x 114Kw/hr		TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Cromer Road Primary School	3 x 76 Kw/hr		TBC	TBC	TBC	TBC	TBC	TBC	TBC	Y	Y
Northside Primary School	2 x 400 kw/hr		TBC	TBC	TBC	TBC	TBC	TBC	TBC	Y	Y

1.4.6 While decarbonisation and retrofit of buildings provides energy efficient buildings, Energy Performance Certification (EPC) ratings for individual buildings do not necessarily become B or C rated properties. The EPC rating factor is also affected by national grid connections to buildings, where the national power supply is still

predominantly fossil fuel based. Therefore, because heat pumps are connected to the national grid, the electricity supply affects the EPC rating adversely.

- 1.4.7 The current programme therefore incorporates localised solar installations on rooftops with battery storage, to reduce national grid supply reliance for buildings, thereby reducing national grid energy consumption.
- 1.4.8 Separately from TNZ, procurement of renewable energy is also being investigated.

2 Alternative Options Considered and Not Recommended

- 2.1 Non-applicable to this report. The Committee requested an update on the implementation of the Towards Net Zero Programme and the council's pathway to net zero by 2030 through the decarbonisation of council buildings at their meeting on 4 September 2023.

3 Post Decision Implementation

- 3.1 The Sustainability Action Plan was agreed by the Environment and Climate Change Committee in June 2022. This report provides an update into the Housing and Buildings theme and work being undertaken to decarbonise council buildings presented in this Action Plan. Officers will continue to deliver on the TNZ Programme and recognise the need to work at pace whilst being agile in an ever-changing landscape to ensure that the council can realise its net zero ambitions. Work will also continue, to monitor and report the impact of existing and new carbon reduction and sustainability initiatives.
- 3.2 Following consideration of the report, the Committee may, in accordance with the following Committee Procedure Rules: 38.2.2 Make reports or recommendations to Full Council or the Cabinet with respect to the discharge of any functions which are the responsibility of the executive. 38.2.4 Make reports or recommendations to Full Council or the Cabinet with respect to the discharge of any functions which are not the responsibility of the executive.
- 3.3 Committee Procedure Rule 40 details how the Cabinet and/or Council will deal with matters referred from the Overview and Scrutiny Committee or Sub-Committees.

4 Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 4.1 Delivering and implementing the Toward Net Zero decarbonisation of the Corporate Estate is a critical component of the Sustainability Strategy and Sustainability Action Plan with a key priority for Our Plan for Barnet 2023 – 2026; in caring for Barnet's people, place and planet.

Corporate Performance / Outcome Measures

- 4.2 The Council has committed to becoming a net zero organisation by 2030 and a net zero borough as soon as possible after this, but no later than 2042. By delivering on the TNZ Programme, the council will achieve several related corporate performance measures and outcomes, including environmental, social and governance (ESG).

Sustainability

- 4.3** The council has set ambitious targets to become net zero as an organisation by 2030 and net zero as a borough by 2042. In order to achieve this, the council recognises the importance, and necessity, to embed sustainability considerations into all decision making and council activity. The ambition is that this goes beyond a compliance requirement and instead facilitates deep and meaningful consideration of the impact of a project/policy/strategy on sustainability and the council's journey to net zero, to enable informed decision making.
- 4.4** In order to support this ambition for more consistent and evidence-based assessment of the impact of a particular project/policy/strategy on sustainability, a Net Zero Decision Making Tool has been created, to help better inform Cabinet decisions by demonstrating the impact of a project on sustainability. This is designed to explore the environmental impact of a decision aligned to key thematic areas.
- 4.5** To ensure consideration and prioritisation of sustainable outcomes, relevant sections of the Net Zero Decision Making Tool have been completed (see Appendix B). There is a positive impact on achieving sustainable outcomes through the recommendations of this report, which particularly supports local community groups and residents make more sustainable choices because of the collaborative process completed.
- 4.6** A critical factor in achieving 100% sustainable buildings is to ensure that:
- buildings are insulated to reduce heat loss. This involves the identification of insulation type (roof, interior and external wall), ventilation and windows replacement to provide double or triple glazing where appropriate;
 - Energy efficiency within buildings, involving LED lighting, light and heat control systems;
 - Localised renewable energy installation;
 - Gas boiler replacement with heat pumps.
- 4.7** The TNZ programme of works is focussed on the delivery of energy efficient buildings with gas boiler removal, whilst exploring suitable options to support renewable energy and off grid solutions to achieve 100% sustainability within the corporate estate where possible and feasible.
- Corporate Parenting**
- 4.8** In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. The outcomes and priorities in the Corporate Plan, Barnet 2024, reflects the council's commitment to the Corporate Parenting duty, which ensures the protection of vulnerable people and consideration of children 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.
- 4.9** Climate change will hold greater implications for young people and future generations than it does current adults residing in Barnet. Successful outcomes of the programme include wide ranging benefit to residents within the Borough. By removing carbon from the atmosphere that residents breathe every day, we are reducing health risks caused by pollution such as increased asthma in children specifically.
- 4.10** The current and future programmes of works involve the retrofit and decarbonisation of schools. The Council is therefore providing a healthier educational environment for school

children and all staff associated with the school, which will support the delivery of positive educational outcomes for school children.

Risk Management

- 4.11** The Council has an established approach to risk management, which is set out in the Risk Management Framework. Managing risk will be an essential part of programme management and will be considered in the development of the TNZ programme. Risk and safeguarding issues at schools will also be considered at the feasibility stage for specific projects.

Insight

- 4.12** In developing the Sustainability Action Plan, we have taken an evidence-driven approach through commissioning a robust carbon baseline and net zero pathway, to track our progress to net zero and ensure that we are prioritising the most impactful actions.
- 4.13** The programme closely adheres to this approach, and a range of datasets have been used to support the identification and prioritisation of buildings within a programme of works. The data includes detail such as annual energy consumption and carbon emissions from a building. The objective is to prioritise buildings where higher emissions occur and those with higher energy consumption. These datasets include:

- Net Zero Estates Tool;
- Laser Energy Contract list;
- Individual energy bills collected from schools which opted out of the Laser Energy Contract;
- EPC and DEC ratings;
- Estate Asset Register.

Social Value

- 4.14** The Social Value Policy 2023-26 integrates economic, environmental, and social sustainability into the council's procurement processes, which recognises the opportunities for environmental sustainability as a key outcome. The relevant targets for the TNZ programme within the policy include sustainable procurement, carbon reduction and an environmentally conscious supply chain.
- 4.15** There are no immediate Social Value Implications attached to this report. The TNZ portfolio lead is undertaking a procurement exercise to appoint a contractor through the GLA Retrofit Accelerator – Workspace framework. The tender will request respondents to detail how they will commit to providing social value to the borough. The expectation is that the newly appointed contractor will actively engage with the local supply chain to provide work opportunities and involvement within individual programmes of works. This will generate additional income to the borough and in the longer term encourage the local supply chain to increase and create local employment and apprenticeship opportunities.
- 4.16** The work programmes that are nearing completion will generate many social benefits to support residents achieve more healthy lives by removing carbon emissions from the local atmosphere.

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

5.1 Finance and Value for Money

- 5.1.1 Future programmes of works will require approval and are subject to value for money considerations.
- 5.1.2 Buildings that have been prioritised for inclusion within future programmes of works will be surveyed after which the most appropriate fabric improvements, energy efficiency, energy generation and decarbonisation measures will be identified and costed. The funding requirement will be refined through the production of a Full Business Case, informed by market testing.
- 5.1.3 Programmes of works will be funded between a mixture of DESNZ PSDS grant funding and appropriate external funding will be sought to support future programmes of works.
- 5.1.4 Applications to GLA Green Finance Fund or other appropriate funding sources will be made once individual programmes of work have been approved by internal Council governance processes.

5.2 Procurement

- 5.2.1 Several requirements for procurement have been included within the Council's Annual Procurement Forward Plan. The objective of the TNZ portfolio procurement requirement is to ensure that forward Council approval is provided, thereby enabling procurement of discreet consulting and contracting organisations with the skills and technologies that are required to support the TNZ programme of works on buildings. Any procurement will take place as and when required, in accordance with extant procurement rules.

5.3 Staffing

- 5.3.1 Additional resources will be required to support the programme of works, subject to OBC / FBC approval and budget allocation.

5.4 IT

- 5.4.1 The Council is collaborating across departments to identify appropriate IT systems to support the council-wide energy consumption and carbon emissions from a single online reporting tool. This system once procured will enable the Council to better understand buildings' energy consumption and support the prioritisation of buildings within programmes of works.

5.5 Property

- 5.5.1 The TNZ programme of works involves the retrofit and decarbonisation of all properties within the corporate estate.
- 5.5.2 The primary objectives of the programme are to reduce energy consumption at buildings and to reduce carbon emissions from buildings. Therefore, the works undertaken have a major impact upon the buildings, where:
 - The building condition is improved
 - The building become energy efficient
 - The building is decarbonised as far as possible

- Secondary impacts involving the buildings where we have completed works are:
 - The building becomes a more comfortable place to work and visit
 - The building environment is improved since carbon emissions are reduced
 - The building will hold its true “financial value” at worst, or increase due to the fact that it has become a “green” building
 - The building works provide multiple environmental and social benefit to the residents and visitors within the borough.

6 Legal Implications and Constitution References

Legal Implications

6.1 National Legislation: The Climate Change Act 2008 introduced a legally binding target for the UK to reduce greenhouse gas emissions by 80% by 2050 compared to a 1990 baseline. In June 2019, the target was updated to reach net zero by 2050. In April 2021, the UK government committed to reducing emissions by 78% by 2035 compared to 1990 levels. The Environment Act 2021 gained Royal Assent on 9th November 2021 with an aim to develop similar legally binding targets for biodiversity, air quality, water, and waste.

6.2 The Localism Act 2011 includes a ‘general power of competence’ which gives local authorities the legal capacity to do anything that an individual can do that is not specifically prohibited.

6.3 In London, the Mayor is required to prepare and publish a London Environment Strategy by the Greater London Authority Act 1999 (as amended).

6.4 International Legislation: The Paris Agreement set the international target to limit global temperature rise to well below 2°C with the aim of 1.5°C above pre-industrial levels. The IPCC’s follow up report stated that this requires a global reduction in greenhouse gas emissions of 45% by 2030¹.

6.5 Council Constitution:

Council Constitution, Part 2B and 2C, Terms of Reference of Committees, Section 9 (Overview and Scrutiny Committee and Sub-Committees:

9.1 General Role

9.2 Within their terms of reference, the Overview and Scrutiny Committee and Sub-Committees will have the following roles

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;

9.2.3 Service Reviews - by making reports and/or recommendations to the full Council, Executive, Portfolio Holders and any Joint or Area Committees on any of their functions;

¹ [UK becomes first major economy to pass net zero emissions law - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/uk-becomes-first-major-economy-to-pass-net-zero-emissions-law)

9.4 Scrutiny

9.4.1 The Overview & Scrutiny Committee may:

9.4.1.1 review and scrutinise the decisions made by, and performance of, the Executive, Portfolio Holders and/or Committees and Council officers both in relation to individual decisions and over longer periods of time;

9.4.1.2 review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;

9.4.1.3 require the attendance of and question Members and chief officers about their decisions and performance, or in relation to particular decisions, initiatives or projects;

9.4.1.4 make recommendations to the Executive and/or appropriate Committee and/or Council arising from the outcome of the scrutiny process;

10 Overview and Scrutiny

10.1 The Overview and Scrutiny Committee has the following powers and duties:

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.

7 Consultation

7.1 Engaging with citizen's, communities and businesses is at the heart of delivering our Sustainability Action, with Partnerships and Communities a key workstream within the Plan. As part of the delivery of our actions, an engagement and consultation plan will be developed at each stage.

7.2 The planning application process involves representation from borough residents who are provided with the opportunity to engage with the proposed works at sites, and to raise their concerns.

7.3 Where historic buildings are concerned, then planning permission is sought from Historic England to approve the works on listed buildings.

8 Equalities and Diversity

8.1 Equality and diversity issues are a mandatory consideration in the decision making of the Council. Decision makers should have due regard to the public sector equality duty in making their decisions. The Equality Act 2010 and the Public-Sector Equality Duty require elected Members to satisfy themselves that equality considerations are integrated into day-to-day business and that all proposals emerging from the business planning process have taken into consideration the impact, if any, on any protected group and what mitigating factors can be put in place. The equalities duties are continuing duties they are not duties to secure a particular outcome. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

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

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

8.3 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 to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- 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;
- 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.

8.4 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.

8.5 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:

- Tackle prejudice, and
- Promote understanding.

8.6 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

8.7 Each proposal will consider equalities and be cognisant of the fact that some protected characteristics could be affected more than others. Due to the breadth of issues and projects covered in this report, it is not possible to provide all the necessary impacts and information at this time. As appropriate, individual Equalities Impact Assessments will be undertaken as the proposals are developed.

9 Background Papers

- 9.1 Sustainability Strategy Framework – Policy & Resources Committee, 9 December 2021 - [Committee Report \(moderngov.co.uk\)](https://www.moderngov.co.uk/committees/policy-resources/committees-reports/2021-2022/sustainability-strategy-framework-policy-resources-committee-9-december-2021)
- 9.2 Update on Barnet Sustainability Strategy – Environment Committee, 9 June 2022 - [Committee Report \(moderngov.co.uk\)](https://www.moderngov.co.uk/committees/environment/committees-reports/2022-2023/update-on-barnet-sustainability-strategy-environment-committee-9-june-2022)
- 9.3 Update on Barnet Sustainability Strategy – Environment and Climate Change Committee, 21 November 2022 - [Agenda for Environment and Climate Change Committee on Monday 21st November, 2022, 7.00 pm \(moderngov.co.uk\)](https://www.moderngov.co.uk/committees/environment-climate-change/committees-reports/2022-2023/update-on-barnet-sustainability-strategy-environment-climate-change-committee-21-november-2022)
- 9.4 Sustainability Strategy Update – Overview and Scrutiny Update, 4 September 2023 - [230808 Scrutiny Report - Sustainability Sept 2023.pdf \(moderngov.co.uk\)](https://www.moderngov.co.uk/committees/scrutiny/committees-reports/2023-2024/sustainability-strategy-update-overview-and-scrutiny-update-4-september-2023)

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TNZ – Retrofit Portfolio Definition

Introduction

The TNZ – retrofit portfolio involves programmes of works to support the Barnet Council’s ambition to achieve net zero by 2030 through the retrofit of the Corporate Estate.

The objectives of the portfolio are:

- Achievement of energy consumption reduction (both gas and electricity through the fabric first approach to retrofit of buildings)
- Substantial reduction of carbon emissions at sites
- Win recognition throughout the borough for providing sustainable buildings that residents prefer to use through choice.

About the Corporate Estate

The Corporate Estate is defined as:

any public building that is owned and managed by the Council.

any building where the Council holds the freehold and acts as landlord.

any building where the Council acts as head leaseholder.

Commercial or buildings let to private tenants are subject to Minimum Energy Efficiency Standards (MEES) legislation of 2018, updated in 2023. All let buildings require an EPC rating of band E.

It is the landlord’s responsibility to ensure that every commercially let property has a registered EPC rating and has developed a programme of works to improve the building energy efficiency. The responsibility for retrofit works depends upon the rental agreement with tenants.

Estate stakeholders

There are multiple stakeholders who are involved in the Corporate Estate.

TNZ Programme team

Sustainability team

Estates team

Maintenance team

Schools team

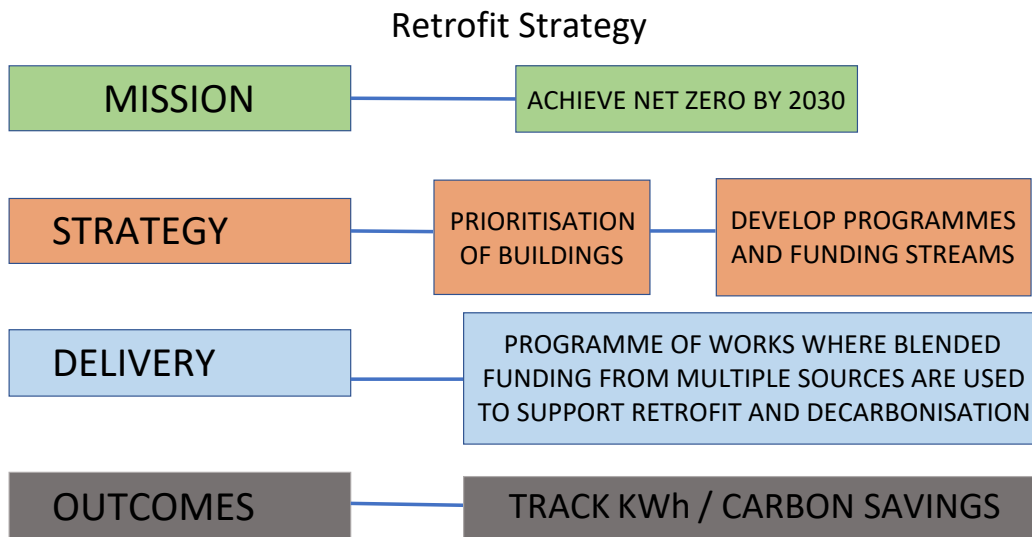
Individual schools – head teachers, business managers and caretakers

Users of public buildings

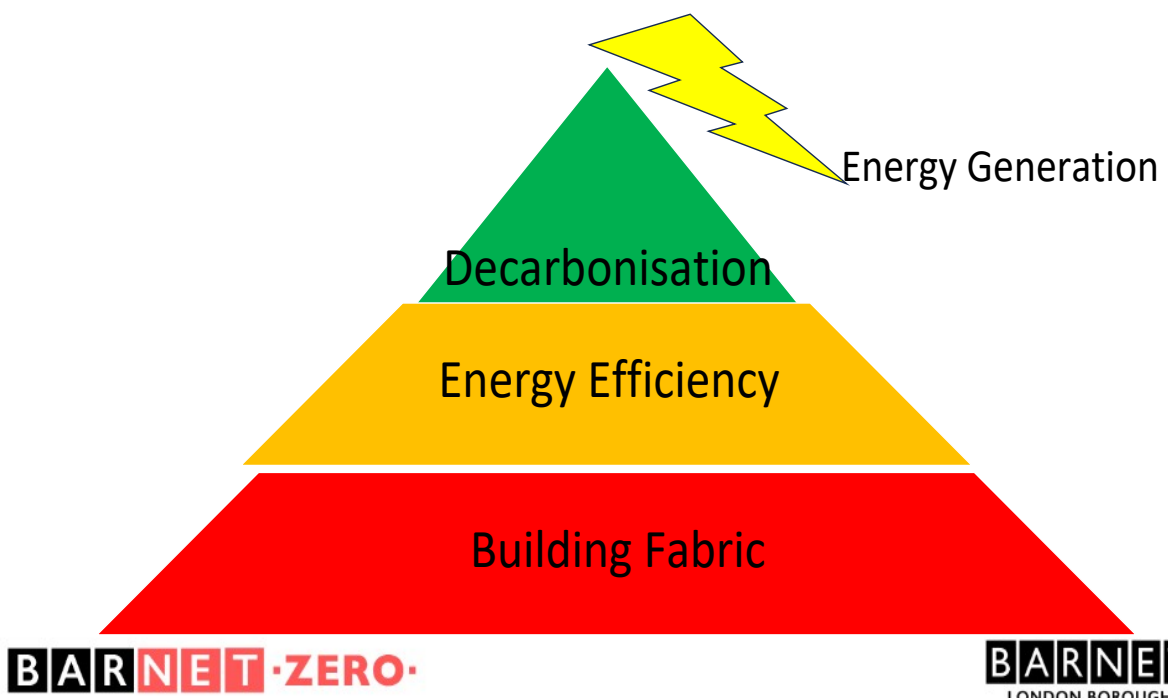
Corporate Estate Retrofit

The fulfilment of the retrofit strategy, shown in the diagram below, is dependent upon 2 critical factors:

1. Provision of a defined asset list of buildings
2. Funding to support retrofit and decarbonisation of the corporate estate.



The objectives of retrofit are to improve buildings to reduce their energy consumption and achieve carbon savings where buildings are improved. Therefore, the approach to retrofit is shown below:



Retrofit measures

Retrofit measures include, but are not limited to:

- Heat pumps
- Heat management systems: meters, BMS
- Solar PV / solar thermal
- Solar thermal
- Battery storage systems
- Renewable energy generation
- Insulation: roof; cavity wall; internal wall; external wall
- LED Lighting and lighting control systems including sensor control; switches
- Heat systems: radiators, underfloor heating
- Heat control systems: thermostats; zonal heating
- Radiator upgrades
- Double / triple glazed windows
- Draught proofing
- Ventilation

Achieving successful delivery of TNZ within the corporate estate

The successful delivery of the TNZ portfolio is dependent upon:

1. Ability to prioritise buildings to develop a programme of works.
2. Funding
3. Contractor relationship

Prioritisation of buildings

A defined list of assets, as defined above, is essential to provide a single source of asset list to support the TNZ portfolio. The asset list needs to identify:

building type: e.g. schools, libraries etc

age of building. Age of building is important to identify building regulations in place at the time of construction and can be used to determine an immediate list of buildings to be included within a funded programme of retrofit works.

EPC rating. If the EPC is rated C or above, then the building can be excluded from any immediate or medium term retrofit programme of works.

Developing a programme of works

The list will be used to develop a programme of works where buildings can be prioritised to identify the number of buildings requiring site surveys. Site surveys will detail:

- Current state of building condition, to identify what works are required to improve the building fabric to support and propose the most suitable decarbonisation measures for each building. A detailed analysis of the building will involve a building study of:
 - o Insulation throughout the building and identification of cold bridges
 - o Windows (number of single glazed and age of double-glazed windows) in situ
 - o Draughtproofing
 - o Ventilation systems in use
 - o Lighting and light systems

- Heating systems in use, to include age of boilers and record of serial numbers of any heating equipment
- Hot water systems in use
- Power consumption in terms of Kwhrs for both gas and electricity
- Carbon emissions

Once the surveys are completed, it will then be possible to:

- Develop a complete programme of works to support the TNZ corporate estate portfolio.
- Detail costs of proposed works as of today's date
- Detail expected carbon savings and energy consumption savings.
- Support business case development and Council governance for approval
- Incorporate any revenue generation opportunities within the programme

Funding

The TNZ programme has received both grant funding and Council funding through loans to support the works carried out at 36 sites through the Public Sector Decarbonisation Schemes (PSDS) PSDS1 and PSDS3a.

Blended funding

Programmes of works require substantial funding to support the Council's Net Zero ambition by 2030. The objectives of a "blended funding" approach is to ensure that buildings where a programme of works has been planned to take place, are fully supported with further funding to complete retrofit and decarbonisation.

The objectives of the blended funding approach are:

To ensure that buildings are retrofitted simultaneously with maintenance.

To save council money so that for instance scaffolding costs are not incurred twice or more at a building within short time periods.

Funding sources

The funding sources are:

- Primary funding:
 - Govt grants (now high political risk), which now involve a contribution from the grant recipient of minimum 12% or more of the total cost of works that is applied to achieve grant criteria.
 - Department of Education funding paid directly to schools
 - Energy efficiency loans – now GLA Green Finance loans
 - PWLB loans, which offer the highest interest rate
- Secondary funding:
 - Existing internal funding from budgets:

£3m schools modernisation programme, where funding is applied to a school so that additional funding can be used to ensure that the building fabric and energy efficiency issues are fully resolved before implementing decarbonisation measures.

Maintenance programmes, where buildings undergo a maintenance programme which is further supported by retrofit and decarbonisation measures.

Secondary funding is combined with primary funding to achieve positive outcomes for buildings.

Blended funding enablers

Internal teams within the Council will need to work together to support the TNZ retrofit portfolio, where information sharing is vital to the blended funded approach.

The challenge with the blended funded approach is to ensure that planned maintenance or modernisation works are completed either simultaneously or sequentially, where either retrofit occurs first and is followed by maintenance or vice versa.

High levels of engagement and co-ordination of programmes is required to ensure that buildings are worked upon in a planned way. This will involve planning works with the Estates and Education teams.

A process to share information about works that are planned at sites or where schools maintain their buildings independent to the Council, and where all schools receive funding directly from the DfE to be established so that relevant and useful information is held in one place.

The issue will be more difficult to overcome where schools maintain their buildings themselves – i.e. are not involved with the Laser contract programme.

Portfolio workstreams

The TNZ programme is involved with multiple workstreams and activities to support the retrofit of the corporate estate. Workstreams are created as a result of achieving funding. The workstreams are:

Public Sector Decarbonisation Scheme (PSDS)

The PSDS grant scheme funds works at identified sites that involves the decarbonisation of public sector buildings. There are 3 separate programmes happening under the PSDS workstream:

PSDS1: programme of works should have completed on 31/3/2022, but there are multiple individual projects within the programme that are ongoing and awaiting completion.

There is also a further 2 years annual monitoring reporting before the programme officially closes in August 2025

PSDS3a: programme of works should have completed March 2023. There are multiple projects still to complete.

3 year's annual monitoring reports will lead to programme end date Aug 2027

PSDS3c: application for funding due in October 2023, and programme end date Aug 2029. 12 sites are under consideration for inclusion in the application.

The PSDS3c funding application supports the Boiler2heat pump and Fabric First workstreams.

Caretakers home retrofit project

The Prevention Fund is the funding source. The project is an individual project to provide a model example of retrofit that the Council can showcase to the community.

Minimum Energy Efficiency Standards (MEES)

The MEES programme involves all Council commercial properties which are either let to tenants or are due to be let to tenants.

The programme's purpose is to ensure that all properties achieve the legally required EPC E rating.

Schools Energy Savings Measures (SESM)

Every school received funding directly from DfE, to be spent ideally on energy savings measures, but could be used for anything to support the school. The lowest payment received by a school was £11k, and the largest was £74k.

The objective of this workstream is to engage with schools to support their objective to spend the funding on energy savings measures. No school has requested support, and no school has reported their spend of funds to Barnet Council.

The workstream is live because we need to find out what happened to the funds from schools.

Boiler2Heat Pump

10 – 14 sites to be identified and surveys to be completed in preparation for a funding application – PSDS3c, or GLA Green Finance.

Fabric First

17 sites to be surveyed in preparation for a funding application – PSDS3c or GLA Green Finance. The surveys are carried out by Capita as part of SPIR 600

Smaller programmes / projects

The TNZ portfolio consists of several minor workstreams and projects involving:

Building management systems – including heat and light control systems

Electric and gas consumption Information gathering to provide to suppliers to help them identify best solutions for the Council properties.

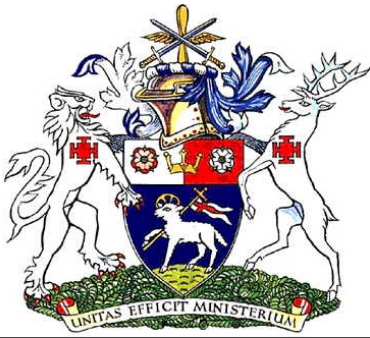
Assessing suppliers

Appendix B: Toward Net Zero Decision Making Tool Survey Responses.

[Overview and Scrutiny Committee Report January 2024 Net Zero tool.docx](#)

S No	Survey Parameters	Survey response	Mitigation
4	Air Quality - extent of the release of harmful substances or gases into the air and overall impact on air quality		Gas boiler replacement with heat pumps reduces the emissions of noxious gases, and helps to improve air quality
	Resource Inputs - implications on the procurement of any goods or materials		Equipment procured by the Council achieves a reduction in energy consumption, either by ensuring that buildings reduce heat loss, and are more energy efficient, or by reducing electricity consumption through the inclusion of energy generation technologies such as solar.
6	Resource Outputs - impact on materials		The TNZ Project team is committed to working with suppliers to reduce waste material.
7	Energy - impact or level of influence on use of energy/power		Every programme of works is designed to reduce energy consumption at sites. Where possible energy generation technologies are installed at sites to improve self-sustainability and reduce national grid energy requirement for the building.
9	Sustainable Local Economy - impact on the workforce/businesses within the borough		The TNZ programme implements the Council's Social Value Procurement Policy by engaging with the local supply chain wherever possible and is practical.
10	Sustainable Local Community - impact on the local community within the borough		TNZ programmes of works improve local community buildings by enhancing their energy efficiency and achieving carbon emission reduction. Buildings as a consequence, become more comfortable for residents to visit because they are warmer, less draughty. Because buildings do not emit as much carbon after completion of works at sites, they provide open air spaces with cleaner air.
11	Positive Choices & Behaviours - impact on resident's choices and behaviours		Positive impacts to the resident's include awareness of technologies used to reduce carbon and generate energy because of works completed in schools. School children will understand how the works impacts energy consumption and climate change and encourage them to promote the benefits of the works within their own social networks, and support an enhanced sustainable lifestyle.

S No	Survey Parameters	Survey response	Mitigation
13	Known Carbon Impact		The Business case will include the expected carbon tonnes to be saved and reduction in kwhr energy consumption
14	Other Environmental Condition		Reduction in energy consumption at sites carbon emissions at sites and in the environment. Support to provide schools where works taking place with education about the technologies installed, and how to they work. The objective is to helps school children understand the works we are doing and the impact on their lives. This will lead to their engagement with the climate agenda.



AGENDA ITEM 8

Overview and Scrutiny Committee

Title	Annual Performance Review of Registered Providers (RPs)
Date of meeting	23 January 2024
Report of	Deputy Chief Executive
Wards	All
Status	Public
Urgent	No
Appendices	Appendix 1 – Barnet Annual Performance Review 2022.23
Officer Contact Details	Nadeen Swaby, nadeen.swaby@barnet.gov.uk 020 8359 6250 Nicola Bird, nicola.bird@barnet.gov.uk 020 8359 4862 Susan Curran, susan.curran@barnet.gov.uk 0208 359 3608

Summary

There are 58 RPs managing over 9000 affordable homes (excluding Shared Ownership) in the borough, of these 58 RPs only 17 have stock over 100 units and 5 RPs have stock over 500 units in Barnet. The main RPs in Barnet are Notting Hill Genesis, Metropolitan Thames Valley, Riverside Housing Group, L&Q, Clarion, Home Group, Network Homes and Peabody, all non-profit RP's. This review will monitor the eight RPs listed above. The review does not cover a review of Barnet Homes, or the RP subsidiary Open Door Ltd connected with the Barnet Group.

Registered Providers (RPs) are key partners for the Council in delivering on the Housing Strategy goal of increasing the housing supply, including affordable housing. As the providers of accommodation for over 9000 households in the borough, RPs also have a key part to play in assisting tenants affected current issues such as cost of living crises and increasing fuel costs, providing training and employment opportunities, improving health and wellbeing, and providing effective landlord services and neighbourhood management. The Council has completed an Annual Performance Review of the top eight developing RPs operating in the borough to obtain a view on how RPs are performing and how they are adapting to the changing regulations and requirements regarding fire safety and sustainability. This is attached as Appendix 1

Recommendations

1. That the Committee note and comment on the Barnet Annual Performance Review of Registered Providers 2022.23 as attached in Appendix 1.

1. Reasons for the Recommendations

- 1.1 The attached Performance Review highlights that Registered Providers (RPs) are providing satisfactory landlord services and are proactive in responding to current issues such as Cost of Living crises, damp and mould, fire safety and other initiatives. The Boost team will continue to engage with RPs welfare teams to encourage partnership working to ensure all residents can access additional services in Barnet.
- 1.2 The Council are promoting their services with RPs; due to the large number of RPs in the borough, this is largely through email and one to one meeting with RPs on an ad hoc basis.
- 1.3 Anti-Social Behaviour (ASB) remains high on RPs agenda, most RPs have not highlighted Barnet as an area with severe ASB, but one RP has concerns with how ASB caused by residents with mental health issues is dealt with and would welcome a more proactive approach to deal with these kinds of issues. RPs have been making improvements to prevent further ASB including improving door entry systems and CCTV.

2. Alternative Options Considered and Not Recommended

- 2.1 None

3. Post Decision Implementation

- 3.1 The council will continue to carry out an Annual Performance Review and take up any issues where poor performance has been identified.
- 3.2 Any recommendations of the Committee will be reported to Cabinet/Partners for consideration.

4. Corporate Priorities, Performance and Other Considerations

Corporate Performance / Outcome Measures

- 4.1 Our Plan for Barnet 2023 – 2026 (Corporate Plan) is centred around being a council that cares for people, our places, and the planet. RPs are key partners contributing to this aspiration and commitment as well as delivering new genuinely affordable homes.
- 4.2 The Council has developed a work programme to enable the delivery of the Councils new priorities to invest in more CCTV, better lighting, and community safety hubs, sustainability to address the climate emergency. RPs have supported the priority of increasing the number of affordable homes and delivered 408 new homes in 2022.23 for Barnet residents. The Local Plan and Housing Strategy has prioritised the need for affordable housing including family sized homes, helping people into work, health, wellbeing and creating safer neighbourhoods.

Sustainability

- 4.3 RPs have shown commitment to developing sustainability programmes on existing stock and new developments. The Council will be working with RPs on the retrofit agenda going forward and reaching out to RPs not included in this Performance Review to identify their future plans

and collaborate to reach the Councils target to achieve Energy Performance Certificate (EPC) band B by 2030. This supports the Councils Sustainability Strategy Framework. This includes an action plan of how the Council will deliver its net zero commitments by 2042. The Council has a housing retrofit working group which includes investigating grants and funding opportunities and plans on how the Council can work with RPs to achieve EPC band B by 2030.

Fire Safety

4.4 RPs have focussed Fire Safety Teams and are forthcoming in providing data to the Council. Fire Risk Assessments (FRA) are up to date and work programmes are in place to complete required FRA works. The Building Safety Act came into force in April 22 and RP's have prepared themselves to meet the changes in legislation. Current legislation is targeted at blocks of at least 18m (7 storeys tall) however liaison will continue throughout the year with the newly appointed Tower Blocks Officer with all RPs to further identify blocks between 11-18m.

Damp and Mould

4.5 Following the coroner's November 2022 report into the death of Awaab Ishak in Rochdale, RPs have completed a questionnaire regarding the extent of damp and mould in tenants' homes and their approach to tackling it. They have reviewed their Damp and Mould policy and procedures to ensure that they are supportive and informative to residents at their first point of contact. This includes improvements across customer engagement, repair diagnosis and remediation, complaints, data and responsiveness. Four of the larger RPs also attend the former Housing and Growth Committee to discuss what they were doing in response to Damp and Mould.

Corporate Parenting

4.6 There are no specific Corporate Parenting considerations arising out of this report.

Risk Management

4.7 RPs have a major role to play in accelerating housing development in Barnet and a reduced capacity for them to develop is a key risk that will impact on the council's ability to provide the new homes to meet the demand from a growing population. COVID-19, Brexit, increase in interest rates, inflation and construction costs has meant that some developments have suffered delays or increased costs with materials, and utilities as a result there has been delays to completions thus resulting in some developments being delayed until 2023.24.

4.8 Increased requirements around sustainability, Damp and Mould and Fire Safety could mean that RPs decide to reduce their development programmes to focus their resources on these issues.

4.9 RPs should continue or revisit their partnership working with BOOST to ensure that they are correctly identifying the skillset required in Barnet, so that they can tailor training accordingly and gain additional financial support for residents.

4.10 Building Safety Act 2022 increases the requirements on RPs regarding existing and new buildings. The Council will continue to monitor RPs and offer signposting to training where applicable.

Insight

4.11 The information in the review on management performance has been collected direct from the RPs. The Regulator Judgements have been collected from the Regulator of Social Housing a non-

departmental public body sponsored by the Department for levelling Up, Housing and Communities.

Social Value

- 4.12 RPs continue to provide support to residents in Barnet, they have programmes in place offering employment, skills, training and economic inclusion programmes to local residents. Many RPs have further increased their offer to residents including hardship funds, fuel vouchers, debt advice to help to assist with the current cost of living crises.

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

- 5.1 There are no direct resource implications arising out of this report.
- 5.2 BOOST is part of the Barnet Group, working in partnership with the Council to provide employment help, benefit advice and digital inclusion support. RP's can refer their residents to Boost for this service. By working in collaboration with Council colleagues BOOST were able to help with over 2,800 enquiries about Discretionary Housing Payments and over 1,800 council tax queries. In 2022/23 the team were able to support 1,394 households with payments from the Household Support Fund totalling £350,000.

6. Legal Implications and Constitution References

- 6.1 The Council's Constitution, Part 2B (Terms of Reference and Delegation of Duties to Committees and Sub-Committees) states the following in relation to Overview & Scrutiny Committee and its sub-committees:
- 9.2.3 Service Reviews - by making reports and/or recommendations to the full Council, Executive, Portfolio Holders and any Joint or Area Committees on any of their functions;
 - 9.2.6 Performance Review - to receive selected monitoring reports (including KPI, financial performance and risk information) in relation to internally and externally delivered services.
 - 9.2.7 Scrutiny of Partners – to review or scrutinise the performance of anybody carrying out any function on behalf of or in partnership with the Council.
 - 9.3.2.5 liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.
 - 9.4.1.5 where partnership working permits, review and scrutinise the performance of other public services in the area, by inviting reports from partners and requesting that they address the Overview and Scrutiny Committee and Scrutiny Sub-Committees about their activities and performance;
 - 10.1.2 To have general oversight of the council's scrutiny function;
 - 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;

6.2 The Council’s Constitution, Committee Procedure Rules, Part 3C (Committee Procedure Rules), paragraph 39.2 includes the powers and responsibility to ‘Review or scrutinise the performance of anybody carrying out any function on behalf of or in partnership with the Council.’

7. Consultation

The following table shows how the Council currently engage with and manage the performance of RPs.

Current Engagement/Monitoring	Frequency	What’s Involved	Engagement/Performance
Annual Performance Review	Annually	Standard review issued to each larger/ developing RP.	Engagement and performance
Attendance at Council Meetings	Adhoc	At the request of members RPs invited to a Council Meeting with Councillors to present and discuss various high profiles initiatives e.g. responses to Damp and Mould.	Engagement and Performance
Liaison Group Meeting	Adhoc	RPs to be invited to meetings with relevant to teams to discuss issues such as Welfare Reform, Fire Safety and Sustainability.	Engagement
Development Meetings	Minimum once per year	Individual meetings between larger developing RPs and Re to discuss current developments and future development plans in Barnet. Currently via TEAMS	Engagement
General meetings/ Visits	Adhoc	Adhoc meetings and visits to RPs on partnership working over areas of mutual concern e.g., lettings	Engagement
Consultation on changes in Policy and Strategies	Adhoc	Barnet Council consult with RPs on various policies and strategies. This can be done via liaison groups, forums, and email consultation. The most recent being the Information Sharing Agreement to comply with GDPR.	Engagement
Monitoring of lettings returns	Collected quarterly and recorded as an annual PI.	RPs provide details of lettings for each quarter to confirm that RPs have met nomination agreements. Results are verified.	Monitoring.
Development Data	Constantly	Re is in regular contact with each developing RP to discuss start on site dates, completion dates and monitoring the S106 affordable housing elements. Completion statistics are recorded as monthly KPI.	Engagement and Performance.

BOOST Barnet Homes	Regular	BOOST and Barnet Homes consult with RPs on updates via email consultation through Re	Engagement.
Community Safety MAPAC	Quarterly	Any Barnet anti-social behaviour cases that require a multi-agency approach.	Engagement

8. Equalities and Diversity

Pursuant to section 149 of the Equality Act 2010 (“the Act”), the council has a duty to have ‘due regard’ to the need to eliminate unlawful discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act, advance equality of opportunity between persons with a protected characteristic and those without and foster good relations between persons with protected characteristics and those without.

The protected characteristics are age, race, disability, gender reassignment, pregnancy and maternity, religion or belief, sex, and sexual orientation. The duty also covers marriage and civil partnership but to a limited extent.

The Regulator of Social Housing requires RPs to meet the tenant involvement and empowerment standard which provides expectations over equalities.

RPs are key partners in the delivery of the Council’s Housing Strategy 2019 to 2024. A full Equalities Impact Assessment has been completed for the Councils Housing Strategy and concluded that the overall impact of the Strategy on the protected groups from the Equality Act 2010, as well as the Barnet Fairness Agenda, is positive. This report is for information only and therefore unlikely to result in any equalities implications.

9. Background Papers

Cabinet 18 July 23	Decision Item 18 Housing Strategy and related strategie s	Agenda for Cabinet on Tuesday 18th July, 2023, 7.00 pm (moderngov.co.uk)
Housing &Growth Committee 25 Oct 2022	Decision Item 11 Annual Review of RPs	Agenda for Housing and Growth Committee on Tuesday 25th October, 2022, 7.00 pm (moderngov.co.uk)
Housing & Growth Committee 16 Nov 2021	Decision Item 12 Annual Review of RPs	Agenda for Housing and Growth Committee on Tuesday 16th November, 2021, 7.00 pm (moderngov.co.uk)
Housing & Growth Committee 24 Nov 2020	Decision Item 15 Annual Review of RPs	Agenda for Housing and Growth Committee on Tuesday 24th November 2020, 7.00 pm (moderngov.co.uk)

Housing & Growth Committee 26 Nov 2019	Decision Item 7 Annual Review of RPs	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9930&Ver=4
Housing Committee 1 April 2019	Decision Item 8 - Housing Strategy	Agenda for Housing Committee on Monday 1st April 2019, 7.00 pm
Housing Committee 10 October 2018	Decision Item 11 Annual Review of RPs	Agenda for Housing Committee on Wednesday 10th October 2018, 7.00 pm
Housing Committee 23 October 2017	Decision Item 7 - Annual Review of RPs	Agenda for Housing Committee on Monday 23rd October 2017, 7.00 pm
Housing Committee 20 October 2016	Decision Item 8 - Annual Review of RPs	Agenda for Housing Committee on Thursday 20th October 2016, 7.00 pm
Housing Committee 19 October 2015	Decision Item 7 - Strategic engagement with RPs	Agenda for Housing Committee on Monday 19th October 2015, 7.00 pm
Housing Committee, 27 October 2014	Decision Item 9 - Housing Strategy	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=7936&Ver=4
Housing Committee. 27 April 2015	Decision item 10- Consultation on Draft Housing Strategy	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=7938&Ver=4
Housing Committee 29 June 2015	Decision item 7- Housing Strategy .	Agenda for Housing Committee on Monday 29th June 2015, 7.00 pm (moderngov.co.uk)

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Barnet Annual Performance Review of Registered Providers 2022.23

Introduction

This review presents an analysis of the performance of Registered Providers (RPs). The report is divided into two sections. Section A looks at management performance and Section B considers development performance. The report focuses on the larger developing RPs in Barnet including the Estate Regeneration Schemes in Barnet.

Background

In the year 1 April 2022 to 31 March 2023 there were eight RPs with significant stock levels either currently developing or planning to develop general needs homes in Barnet.

The eight RPs and their general needs stock levels in Barnet are shown below.

Registered Provided	Number of General Needs homes in Barnet
Clarion	262
Home Group	516
L&Q	138
Metropolitan Thames Valley Housing (MTVH)	644
Network Homes	363
Notting Hill Genesis (NHG)	2010
Peabody	1280
Riverside (OHG)	88

A full breakdown of types of stock for each of the RPs can be seen in **appendix 1**.

In addition, we have also monitored the following Estate Regeneration Schemes in Barnet.

The three regeneration schemes in Barnet and the number of General Needs homes completed on these estates to date are shown below: -

Scheme	Registered Providers	Number of new affordable homes
Grahame Park	NHG	274
West Hendon	MTVH	215
Dollis Valley	L&Q	156
Total		645

There are two other regeneration schemes in Barnet where development has started but there have been no completions to date but are expected in 2023/24.

- **Granville Road** (Registered Provider - One Housing Group). This scheme commenced in July 2019 and will complete by 2024 providing 46 shared ownership homes.
- **Brent Cross Cricklewood** (Registered Provider - L&Q), L&Q will deliver 47 replacement homes on Plots 53 and 54 for Whitefield Estate Part 1. The main construction works are well underway, and the estimated completion date is in January 2024. Argent Related will deliver 110 replacement homes for Whitefield Estate Part 2 residents on Plot 12 The new homes are estimated to be completed in Spring 2024. The estimated number of affordable homes to be built over the course of the next 10 to 15 years is 1293.

MERGERS

Catalyst and Peabody merged in April 2022 resulting in Catalyst becoming a subsidiary of the Peabody Group.

Optivo and Southern Housing Group completed their merger in December 2022 and are now known as Southern Housing Group.

On 1 October 2023 Sovereign and Network Homes merged to form SNG (Sovereign Network Group). The proposed merger was announced on Monday 13 March 2023 and the final business case was approved by Sovereign and Network Homes' respective boards on Thursday 7 September 2023. The organisation has over 82,000 homes, and over 210,000 customers across London, Hertfordshire, and the south of England.

Origin Housing and Places for People, two of the UK's leading housing providers, have announced that they have entered merger discussions where Origin will become a subsidiary of Places for People Group Limited. The merger is still in the early stages of discussion, and it is not yet clear when it is likely to be completed.

One Housing Group and Riverside have now fully merged and are now known as Riverside Housing Group.

GOVERNMENT LEGISLATION

The Social Housing (Regulation) Bill received Royal Assent, becoming the Social Housing (Regulation) Act on 20 July 2023. The act introduces many new obligations landlords will have to follow, while giving more powers to the Regulator of Social Housing (RSH) and the Housing Ombudsman. The Act will improve the regulation of social housing, strengthen tenants' rights, and ensure better quality and safer homes for residents.

This means driving forward significant change in holding poor landlords to account, placing the needs of tenants at the heart of government reforms to improve the quality of life for those living in social housing across the country.

This new law brings forward the following changes:

- **Enhanced powers for the Regulator of Social Housing** - facilitate the introduction of proactive consumer regulation by strengthening the Regulator of Social Housing, allowing intervention in cases where landlords are performing poorly on consumer issues. This will enable the Regulator to take action to address any shortcomings and protect tenants.
- **Stronger enforcement powers** - establishes stronger enforcement powers for the Regulator to act including provisions for regular inspections of social housing properties to ensure landlords are providing high-quality services and accommodation. These inspections will help maintain and improve the standard of housing for tenants across the country.
- **Tenant empowerment** - will establish strict time limits for social landlords to address hazards and empowers social housing tenants to request information from their landlords, promoting transparency and accountability. This will ensure tenants have the right to access crucial information about their homes and can access swift redress where things go wrong.
- **Standards for Registered Providers** - The Act introduces a set of standards for registered housing providers, requiring social housing managers to possess specific qualifications or be actively working towards gaining them. These standards will help ensure residents receive the best possible service from their housing associations.

What happens next?

Now that the Act has received Royal Assent, the Regulator of Social Housing will consult on revisions to the consumer standards, and the Department of Levelling Up, Housing and Communities (DLUHC) will consult on the measures to take forward the government's social housing reform programme such as Awaab's Law, changes to the Decent Homes Standards and professionalisation of the sector.

Each year the Council reviews the performance of partner RPs to assess whether they can demonstrate they meet standards in management and performance.

The expectations of our partners require regular liaison and submissions of annual performance returns specific to Barnet. In areas of poor performance, the Council will continue to work with the RPs to improve.

For this period, (April 2022 - March 2023) we will be focussing on the following areas of activity: -

Section A will focus on: -

1. Regulatory Judgements
2. Rent levels
3. Rent Arrears
4. Nominations offered to LBB
5. Getting People into Work.
6. Repairs Performance
7. Customer Satisfaction
8. Anti-Social Behaviour
9. Cost of Living
10. Fire Safety Policy and Procedures
11. Overall Performance and Commentary

Section B will focus on:-

Development and Sustainability

Section C will focus on:-

Damp and Mould
Four Million Homes
Resident Associations and Consultation

Section A: Management Performance

1. Regulatory Judgements

The Housing and Regeneration Act 2008 sets out the objectives for regulation. The Regulator of Social Housing (RSH) is an independent regulator and non-departmental public body, sponsored by the Department for Levelling Up, Housing & Communities and is responsible for the regulation of social housing.

The Housing and Regeneration Act 2008 sets out the statutory framework within which the Regulator must operate. This framework enables the regulator to register and regulate providers of social housing. Providers of social housing registered with the Regulator are known as "Registered Providers" (RPs) These can be non-profit or for-profit. The main difference being that for-profit RPs are established as companies limited by shares and are permitted to distribute dividends to their shareholders. The

standards set out by the Regulator do not apply to the non-social housing aspects of a for-profit RP's business. The Regulator is unable to remove or appoint board members, cannot impose restrictions on dealings or suspend or remove employers on for-profit unlike with non-profit RPs. The RPs included in this review are all non-profit RPs. The Regulatory Framework includes both the regulatory standards which providers must meet, and the way in which the Regulator carries out its functions.

The Regulator has two objectives: an economic regulation objective and a consumer regulation objective.

There are three economic standards: -

- Governance and Financial Viability
- Value for Money
- Rent

The consumer Standards are: -

- Home
- Neighbourhood & Community
- Tenancy
- Tenant Involvement & Empowerment

The Regulator reviews each RP and for those with more than 1000 units they also carry out periodic In-depth Assessments (IDA's).

Providers are assessed on a scale from G1/V1 to G4/V4, where G1/V1 means the provider meets the requirements and G4/V4 means the provider does not meet the requirements.

The following table shows the results summary for the regulatory judgements for the seven larger registered providers.

Registered Providers	Governance	Viability	Position of Travel since 2021.22
Clarion	G1	V2	↔
Home Group	G1	V2	Not in review last year
L&Q	G1	V2	↔
MTVH	G1	V2	↔
Network Homes	G1	V2	↔
NHG	G1	V2	↔
Peabody	G1	V2	Not in review last year
Riverside (OHG)	G2	V2	↔

2. Rent Levels

Social Rents

Since 2001, most rents for social housing have been based on a formula which was based on relative property values and relative local earnings. All rents from 1st April 2020 were charged in accordance with the Governments Policy Statement on Rents for Social Housing 2018. The key principles for social rent should still be set using a formula, this formula will now include the following

- Condition & location of property (30%)
- Local earnings (70%)
- Property size.

This formula rent is then uplifted annually, since 2015.16 this will be by CPI as of September the previous year plus 1%. For 2023.24 CPI is 10.1% plus the 1%, For 2022.23 CPI is 3.1% plus the 1%. Each local authority can set up to 5% above formula rent and would also set a rent cap.

There was no government rent cap for 2022/23. Rents increased in line with the RSH Rent Standard - CPI plus 1% which at that time was 4.1%

The government has capped social housing rent increases to 7% from April 2023. Service charges are not covered by this cap. However housing associations and councils are encouraged to limit service charge increases to 7% too.

For council dwellings it is proposed that for both social rents and Affordable Rents, Barnet follow the national rent setting cap announced by the government in the Autumn Statement 2022, and that social rent is increased by 7% for 2023/2024 for existing tenants.

London Affordable Rent is a type of affordable rent based on social rent levels. The GLA's benchmark for a 2-bedroom property for 2022.23 was £178.23 and for 2023.24 it is set at £190.71.

The following table shows the average weekly net assured (social rent/ London affordable rent) rents for accommodation (i.e. exclusive of service charges) charged in 2022.23

Registered Provider	Bedsit £	1 bed £	2 bed £	3 bed £	4 bed £	5 bed £
CLARION		£108.73	£124.36	£145.29	£170.67	
HOME GROUP	£90.19	111.59	£123.71	£143.99	£255.86	£181.22
L&Q		£159.69	£150.46	£163.51		
MTVH		126.74	148.95	152.88	172.54	
NETWORK HOMES	101.63	169.10	179.41	181.76	156.03	140.79
NHG	92.43	116.00	131.18	150.22	153.72	183.06
PEABODY		127.03	132.99	153.84	160.90	159.03
RIVERSIDE (OHG)		177.86	164.99	182.29	167.71	

All RPs have confirmed that they are in line with the 2022.23 limit imposed by the Rent Standard (as detailed above)

The following table shows the average weekly net assured rents for flats and service charges (SC) for accommodation charged for new regeneration developments in Barnet in 2022.23.

Development	Bedsit £	1 bed £	2 bed £	3 bed £	4 bed £	5 bed £
L&Q – DOLLIS VALLEY RENT		£116.42	£134.84	£166.47 (house)	£177.52 (house)	
L&Q – DOLLIS VALLEY SC		£30.64	£33.19	£4.19	£8.15	
MTVH -WEST HENDON RENT		111.75	128.20	143.17	157.34	
MTVH -WEST HENDON SC		15.04	16.22	11.31	11.31	
NHG GRAHAME PARK RENT		116.00	131.18	150.22	153.72	163.80
NHG GRAHAME PARK SC		12.26	14.72	22.10	26.31	5.05

Affordable Rents

Affordable Rent is a form of low-cost rental social housing, as defined by s69 of the Housing and Regeneration Act 2008, The maximum rental level for Affordable Rent should be no more than 80% of gross market rent (inclusive of service charges).

In Barnet, the total weekly rent inclusive of service charges for new properties should be 80% of market rent and within local LHA levels. All RPs in this review are within LHA levels.

The table below shows the weekly affordable rent levels in Barnet for new lets in 2022.23 for the RPs that provided new affordable rent units last year.

Registered Provider	1 bed £	2 bed £	3 bed £	4 bed £
L&Q	£185.44	£234.44	286.24	
NETWORK HOMES	230.14	-	-	
NHG	-	-	151.88	-
RIVERSIDE (OHG)	202.98	234.19	323.82	

3. Rent Arrears

Rent Collection is a key element of Housing Management. Housemark (Housing Sector performance platform jointly owned by National Housing Federation and Chartered Institute of Housing) report the performance of Housing Organisations rent collection, an efficient rent collection service is important to ensuring that as much of the rent due, and thus potential income due to the landlord, is collected and received.

The Council have set a target of 4.6% for arrears collection for 2022.23; however, Housemark statistics have shown the average rent arrears for London are 4.12% slight increase from 2021:22 3.96%

The table below shows the arrears level as of 31 March 2023 for each RP.

RP	Arrears
CLARION	9.21%.
HOMEGROUP	0.49%
L&Q	3.05%
MTVH	6.56%
NETWORK HOMES	3.59%
NHG	6.0%
PEABODY	5.11%
RIVERSIDE (OHG)	6.6%

All RPs were asked to for commentary if their arrears had increased from last year.

CLARION

Thanks to recovery efforts following the cyber incident June 2022, arrears have improved and at year end the national arrears figure has reduced by 0.7% since the end of December 2022, to 8.7%. Tenancy sustainment teams and our charitable foundation, Clarion Futures, also continue to provide a range of support and advice for residents facing financial difficulties.

MTVH

The rent arrears from year end 2021/22 to year end 2022/23 for properties in Barnet have remained fairly static, with a slight decrease overall. We have seen a slight increase in UC claimants, from 236 to 256, but again arrears remain static for these cases.

NETWORK HOMES

Arrears increased slightly in Barnet from 3.4% to 3.59%, largely due to increased financial pressures on residents due to the cost-of-living crisis.

PEABODY

Arrears have increased primarily because of challenging prevailing economic conditions.

RIVERSIDE (OHG)

The cost-of-living crisis has made an impact overall to customers' ability to pay and maintain agreements which has led to an increase in debt. We have found the number of cases overall that require action has increased last financial year and utilizing data and support from our Welfare Benefit Officers/Affordable Warmth Officers to provide the required support to help reduce debt, increase income and sustain tenancies.

4. Nominations Offered to LBB

The Tenancy Standard requires that Registered Providers contribute to Local Authority strategic housing function and sustainable communities. In Barnet, the standard nominations agreement requires associations to offer 50% of non-family accommodation and 75% of family sized accommodation (2 bedroom and above) eligible properties to council nominees. Eligible properties are newly built properties or re-let vacancies that are the result of the death of the tenant, eviction, or the household moving out of the borough.

In addition, all schemes which are funded by the Council or are built on Council land or have a S106 Agreement require 100% nominations in perpetuity.

London Borough of Barnet monitor and validate all lettings by Registered Providers in the borough. There was a total of 124 properties family sized accommodation in 2022/23, that were available for reletting and LBB received its full entitlement to these.

RP	Percentage of family properties (true voids) offered to LBB
CLARION	100%
HOMEGROUP	100%
L&Q	100%
MTVH	100%
NETWORK HOMES	100%
NHG	100%
PEABODY	100%
RIVERSIDE (OHG)	100%

HOMEGROUP

An agreement was made between LBB and Home Group to use their vacant family sized units for permanent decant cases from Douglas Bader.

MTVH

The majority of new voids were part of a regeneration scheme, so their former homes were demolished and they residents were permanently decanted.

NETWORK HOMES

1 property was utilised for Network Homes's urgent Management Transfer case, and offered a 2 bed property in return.

NHG –

Although NHG offered 100% of our entitlement this year, they owe 3 homes from previous years. This year they did not have the homes to make up the deficit. This is an ongoing debt.

GETTING PEOPLE INTO WORK

BOOST is part of the Barnet Group, working in partnership with the Council to provide employment help, benefit advice and digital inclusion support. RP's can refer their residents to Boost for this service.

In 2022/23 BOOST formed an important part of the borough's combined response to the many pressures faced by Barnet residents from the cost of living crisis. The team directly helped 365 local people into employment and another 405 through its JETS contract with the Shaw Trust on behalf of DWP.

In addition BOOST Benefit Advisers delivered 2,645 appointments helping with everything from new claims to PIP forms to benefit appeals. By working in collaboration with Council colleagues BOOST were able to help with over 2,800 enquiries about Discretionary Housing Payments and over 1,800 council tax queries. In 2022/23 the team were able to support 1,394 households with payments from the Household Support Fund totalling £350,000.

Registered Providers were asked what they do in addition to the services that Boost offer, these are summarised below: -

CLARION

- Love London Working which is a partnership of 9 housing associations based in London seeking to progress those in long-term unemployment and economic inactivity into work. The programme has successfully supported 25,500 customers and helped over 7,600 into employment over 7 years from 2016.
- Enrolled 46 customers
- 12 customers found work
- 7 of them have sustained in their work so far 1 economically inactive customer moved to actively seeking work

HOMEGROUP

- Colindale Community Trust supported 65 HG residents last year
- E&T Services offered via CCT as follows:
- Enterprise Skills
- ESOL

- Work Skills (employability)
- Internal Home Group E&T Offer
- Apprenticeships - 0 - (no local offers available)
- Volunteering (Community Gardening Project) 12 HG customers
- Youth Volunteering (FUSE) 12 HG customers
- Community one-one support (Career Guidance) 5 HG customers
- Home achievement program – Internal employability training Accredited by OCN level 1 & 2

L&Q

- The Learning to Succeed programme works with 2 schools in Barnet:
- Copthal Girls School – Pursley Road, NW2 2EP
- We delivered 3 careers sessions to students 3 x 180
- Queen Elizabeth Girls School, Queens Road, EN5 4DQ
- We delivered 3 Careers sessions to Year 12 students 3 x 85
- Both schools were offered the opportunity to select sessions from our catalogue containing 20 sessions across, STEM, Careers and Well-being.

MTVH

Love London Working has been operating in Barnet providing the following services:

- 1-1 employment support tailored to the needs of the customer
- Sector based training including SIA, CSCS, HGV Driving has been attended by Barnet residents
- Bespoke employability training sessions to boost confidence, increase work readiness and give customers a positive mindset to help secure and sustain employment.
- Business Start Up courses
- Access to local employers – 3 Barnet residents secured and sustained employment with a local property maintenance company, jobs brokered solely by LLW
- 27 Barnet residents enrolled on the programme in the period April 2022 – March 2023
- 33 Barnet residents moved into employment.
- Love London Working has worked in partnership with a number of local stakeholders including job centre, local employers, training providers and other Housing Associations in the borough
- Love London Working have had a presence at the Employment Hub hosted at Grahame Park and have worked in collaboration with other partners to provide employment support to residents in the borough

NETWORK HOMES

- Failed to answer

NHG

- We refer to employment support partners at Love London and Work Smart on our database. More recently we have ensured that EET opportunities are embedded into our procurement process as part of contractor's commitments to deliver social value.
- CSR and social value - We are working with contractors to identify

employment, training and apprenticeship opportunities for our residents. On 6th February 2023 we held an online webinar with Wates about different jobs and roles available with them. Over 100 people registered to join and 7 have been identified as Barnet residents (although many people didn't indicate their home borough).

- We will be delivering more information sessions and promoting pathways into a variety of construction sector jobs at different entry levels, trades and non-trades roles.

PEABODY

- **The Peabody Community Foundation (PCF)** is the charity arm of Peabody to help people, households and communities to be more resilient, the programmes support people in get the skills and capabilities needed to access employment opportunities, earn more money, or start or scale their businesses. We also support the most vulnerable to be healthy and live comfortably.
- Our Economic Inclusion team supports people to find a job, a better job and a career. Between 1st April 2022 to 31st March 2023 they helped over 1,200 people get jobs, start apprenticeships or access training opportunities. 501 Accredited and non-accredited training, 230 into employment, 206 Apprenticeship starts, 233 Childcare qualifications (accredited), 74 Childcare qualifications (non-accredited)
- We help people help people gain the skills and confidence to achieve their personal goals, as well as helping both start-up and established local businesses have the best possible chance of success by offering a range of support.
- When we build new homes, we create opportunities for local people to train and work in construction and other growth sectors. Between 1st April 2022 to 31st March 2023 we supported 206 people into apprenticeships through our supply chain while working with colleagues across the Peabody Group to maximise social value for residents. We delivered information sessions and traineeships with contractor partners including Durkan, Berkeley Homes, Ardmore, and Mulalley to ensure those entering their apprenticeship programmes have the best chance of success.
- **Supporting Enterprise** - programme offers a range of support tailored to business's individual needs including helping people who want to become self-employed as well as training for early-stage start-up and business who want to grow and scale. training and Advice, including the monthly Peabody Business Forum, Identifying internal and external funding opportunities, access to our community centres, co-working spaces and commercial premises, support with tendering and procurement, opportunities to network and trade through Peabody and our partners.
- Between 1st April 2022 to 31st March 2023, we supported approx. 300 businesses to access enterprise support and resources. We also provided 81 businesses with opportunities to trade locally.

RIVERSIDE (OHG)

- Employment Support and Training offer 1-2-1 support to all residents tailored to their specific needs and to address barriers to employment through holistic initial assessment, developing personalised employment preparation action

plans and coaching sessions fortnightly or monthly.

- This year Employment and Training launched two new initiatives in partnership with external education providers specifically for One Housing residents who would benefit from vocational qualifications to increase their employment prospects or gain jobs with better salaries to support them with the cost of living. Skills Up is a 6-week programme comprising of coaching to increase resilience and overcome barriers, employment coaching, short vocational qualifications up to level 2 in construction, security, care, warehousing, nail technician, business and customer service. Training is delivered online or in-person depending on the vocational area. Participants who achieve are offered guaranteed interviews with employers.
- Back to Work is a shorter programme for residents who have further to travel before being ready for employment. The programme offers job searching, CV and job application writing, interview preparation and skills, resilience and mindfulness training, guest presentations from employers and partners about opportunities, and support to progress to employment from empathetic employers or further training to increase employment prospects.
- This year we also partnered with Next Generation to offer a business start-up programme for residents aged 18-24 years old delivered in person. The programme sought to inspire young aspiring entrepreneurs with a business idea to access free start-up training and up to £5,000 grant.

6. Repairs Performance

The Regulatory Framework requires RPs to *‘provide a cost-effective repairs and maintenance service to homes and communal areas that responds to the needs of and offers choices to tenants and has the objective of completing repairs and improvements ‘right first time’*. Each RP is required to meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes.

There is no generic standard for repairs reported by RPs but the majority report on satisfaction levels. Housemark have reported the average percentage of tenants satisfied with the repairs and maintenance service as 64.40% within the London area. The total RPs report repairs satisfaction level is average 65.31%.

CLARION	85.3%	Please note this is our Q4/End of 2022/23 figure for North London taken from our Customer Satisfaction
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		Index for Repairs and Maintenance. There are set quotas for each region/contractor, but this is not broken down to individual Local Authority (LA) level. The volumes for each LA would fluctuate month to month, which would subsequently result in a volatile and statistically unreliable score.
HOME GROUP	N/A	Unfortunately due to a change in contractor mid-year and using a repair platform before new contractor started, we are unable to provide this information
L&Q	70%	
MTVH	68.1%	This figure is across the whole of the LB of Barnet
NETWORK HOMES	76.7%	Includes all NH stock, figure is not currently available at a local authority level. Based on resident surveys, responsive repairs only.
NHG	83.5%	NHG YTD to March
PEABODY	50%	Satisfaction With The Way Peabody deals With Repairs, Maintenance And Home Improvements
RIVERSIDE (OHG)	88.9%	

*NB – Some figures are satisfaction figures are not based on local authority level

7. Customer Satisfaction

As part of the regulatory framework, RPs must meet the tenant involvement and empowerment standard with required outcomes over the following: -

- Customer service, choice, and complaints
- Involvement and empowerment
- Understanding and responding to the diverse needs of tenants

Customer satisfaction statistics provided from surveys can give an indication as to how well the RP is doing in this area.

Most organisations employ independent organisations to complete random customer satisfaction surveys and in addition survey after incidences of ASB, repairs and formal complaints.

The Table below shows the level of satisfaction for each RP that completes surveys.

	% Of tenants satisfied or very satisfied with landlord services
CLARION	Clarion commences surveying using these measures in July 2023. As a result, we are unable to provide any historic data.
HOME GROUP	N/A*
L&Q	66.7%

MTVH	60%
MTVH WH	25%
NETWORK HOMES	40.85%
NHG	Currently we report a transactional satisfaction measure but will be surveying in line with TSM requirements in 23/24.
PEABODY	51%
RIVERSIDE (OHG)	52.9%

*Homegroup have not completed any tenant satisfaction surveys this year

MTVH (West Hendon Regeneration Scheme)

The survey sample is small. That said we continue to work hard to improve our services and are determined to improve satisfaction levels.

In terms of listening to residents we have collaborated with the West Hendon Arts and Culture Society (resident led) to deliver 4 community events in Spring and Summer 23. Where possible we ensure that much of our provision at the Hub is led and delivered by residents. We have residents using the hub to deliver arts, meditation and beauty with further plans for enterprise for women and mother and baby sessions. We also have 8 resident volunteers who support our foodbank delivery.

The West Hendon Tenant and Residents Association has scheduled some day trips for their members and the wider estate. Through our involvement, we plan to assist with capacity building the association by helping with the promotion and marketing of these day trips and establish ourselves as the bridge between the association and MTVH to ensure that resident's voices are amplified and that issues raised are taken on board and assist with MTVH service delivery.

We have actions in place to work on improving repairs experience for our residents. These include:

- Focusing on providing prompt responses to email/online queries to reduce the need for customers to chase us for answers
- Ensuring that advisers handling calls are polite, courteous and friendly, supporting customers to get the right appointment for their repairs
- Upgrading our "no access" cards so that customers know the next steps when we haven't been able to complete their repair during the visit

We are improving our local presence. The Local Housing Manager and the Housing Operations Manager will be chairing an evening residents surgery on 25 October. This will give us an opportunity to address any outstanding issues of satisfaction and others direct with residents. One of the issues they have previously raised was the lack of an evening surgery.

We are reliant on the services delivered by our Managing Agent, First Port, we continue to work with them to ensure good communication takes place with our residents prior to them implementing changes that impact on the estate and block services. For example, we worked with them recently to ensure that the parking issues were resolved.

I hope this assures that we are working to improve our satisfaction levels. If you need any further information, please do not hesitate to ask.

8. Anti-Social Behaviour

The Neighbourhood and Community Standard require Registered Providers to keep the neighbourhood and communal areas associated with the homes that they own clean and safe. They should work in partnership with their tenants and other providers and public bodies where it is effective to do so.

The Safer Communities Partnership Board is the governance board aimed at reducing crime, the fear of crime and help ensure Barnet remains safe. It acts as the Crime and Disorder reduction Partnership which is required by legislation. RPs are unable to attend or refer cases directly and would use the Community Safety MARAC.

The Barnet Community Safety MARAC (multi-agency risk assessment case conference) is a multi-agency meeting where stakeholders across the community safety partnership come together to discuss and resolve complex, high risk anti-social behaviour cases and includes the following members: -

- Barnet Community Safety Team
- Police
- Children's Services - Youth Offending Service, Social Care, Youth Service, Family First and a representative from schools
- Housing (Council and other Social Landlords)
- Barnet Homes
- National Probation Service
- Victim support
- Mental Health Services

Referrals can be made to the panel a minimum of 10 days before each meeting via a link.

RPs were asked about their main areas of concern in Barnet regarding anti-social behaviour, these issues where appropriate have been raised with the MARAC team.

CLARION

- We do not have any current high-profile cases of concern in Barnet

HOMEGROUP

- None currently but work with the neighbourhood police team when issues around ASB or estate issues arise.
- We are carrying out a regeneration of Douglas Bader Park site and this will resolve a lot of the low level ASB that we experience in the area. In our older persons service, we will be installing CCTV to ensure that our customers feel safe in their homes due to their age and vulnerabilities.

L&Q

- Issues with Trentham House where there are many single men vulnerable

with mental health issues. We are working with various agencies to support them.

MTVH

- Low level ASB arising from low car parking provision.

NETWORK HOMES

- Reports of drug activities, rough sleepers. Concerns around vulnerable residents with Mental Health and reports of youths being in physical attacks.

NHG

- Drugs, rough sleepers entering into blocks managed by NHG in Grahame Park area – joint working ongoing with Barnet.

PEABODY

- High Road Finchley

9. Cost of Living Crisis

The cost-of-living crisis refers to the fall in 'real' disposable incomes experienced in the UK since late 2021. High inflation and rising interest rates meaning the cost of living (energy, food, and fuel) are outweighing any wage and benefit increases, this is further worsened by tax increases.

In May 2022 the government announced some measures to respond to high energy prices, this includes the household support for energy bills.

Since 2020, social rents have been capped at CPI plus 1%. Based on this calculation, social renters faced a maximum rent increase of 4.1% from April 2022. In the November 2022 autumn statement, the government announced that social rent increases would be capped at 7% for 2023–24. The government said it would save the average social tenant £200 in that year.

RPs were asked how they are assisting residents and any changes they have made to policies because of this situation.

CLARION

- Tailored support to each resident creating affordable payment plans.
- Help and support by our colleagues at Clarion Futures including:
- Support with managing money and household bills.
- Digital skills
- Referral to Step Change, a 3rd party who can assist residents with debt.
- Referral for assistance from our Welfare Benefit Team
- Support by our Tenancy Sustainment Officers

HOMEGROUP

- Financial Inclusion Partner (FIP) - The role of the FIP is to assist customers with their income and expenditure, make sure that they are receiving the right benefits and making referrals to other agencies, such as CAB for debt advice.
- Applications to support customers with Discretionary Housing Payments (DHP) where necessary.
- Financial Inclusion Telephony team (FITT) who work with customers over the phone, supporting with income and expenditure and benefit advice. Both the FIPs and FITT's will help customers with their budgeting and their income to make sure they can afford their energy bills, make applications to the Household Support Fund and to an agency that we can refer customers to make sure that customers are on the best energy tariff.
- Home Group have also had funds available to help customers with energy bills
- Our rent arrears policy reflects our need to ensure that our customer are supported when experiencing financial difficulties.

L&Q

- Refer our residents to the support services we have available through WAD "We are digital" and the TST Team.
- Officers in the income department have and are attending refresher training courses on UC and HB to ensure we are up to date with changes and refreshing knowledge in able to support our residents more.

MTVH

- Making referrals to our Support Hub/Empowering Futures teams. These internal departments assist customers with budgeting, maximising income/benefits and where appropriate, food bank vouchers.
- Tenant Welfare Fund - we either support customers with one off costs (eg travel costs to a job interview/purchase of a suit for an interview, white goods, carpets etc, where the customer is in severe financial hardship), or to cover their rent for a short period to give them breathing space to sort out other issues.
- Referrals are made to external agencies where appropriate, such as the CAB, and where enforcement action is being considered we will also make an early referral to the local homeless prevention team to try and find a solution and sustain tenancies.
- Our Customer Accounts Specialists (visiting officers) carry out Estate Actions Days each quarter, where the focus is on visiting customers in an estate with either high/increasing arrears, or UC claims/issues. The aim is to provide 360* support to customers in the identified estate, with members of Customer Accounts, Repairs, Housing and Empowering Futures all attending. One was held in Barnet last year and another will be organised for 23/24.

NETWORK HOMES

- Increased our Welfare Advice Service by 40%. Meaning more support is available to tenants who require assistance in claiming the welfare benefits they are entitled to.
- Introduction of an automated dialling system, Voicescape, that allows more

efficiency in our customer contact meaning our income officers are able to dedicate more time to supporting tenants most in need.

- Optimisation of our Housing Management system to identify cases experiencing benefit and Universal Credits issues at the earliest opportunity.

NHG

- Welfare benefits support: Our inhouse specialist welfare benefits team provide support to tenants with appeals, tribunals and income maximisation in relation to welfare benefits claims. In 22/23 1057 residents were referred to the service and around £3.38 million was recovered by the welfare benefits team for residents. 98 referrals were Barnet residents.
- Hardship fund: Our discretionary hardship fund supports general needs tenants in financial need and/or crisis including with white goods, beds, supermarket vouchers and emergency energy top-ups. 357 awards were made towards household items and 150 emergency food vouchers were issued from this funding. 11 Barnet residents received hardship fund support towards household items
- External funding: We accessed external energy support funding providing around 450 energy vouchers to NHG households.
- Grant giving funding: Our grant giving fund is called Love Where you Live. We funded 25 projects and events across London with the aim of building financial resilience and wellbeing. Over 900 residents have benefited from the fund. Projects across London have been funded including Tutors United (english and maths tuition for primary school age children), a series of cost-of-living events, hot food projects.
- The projects listed below are all funded by LWYL and can be accessed by NHG residents in Barnet.
- Pocket Power support NHG residents to make savings across all household bills of up to £500.
- We have funded 1-2-1 sessions for residents with Money A&E to talk about budgets and financial education with an adviser.
- London Plus Credit Union offer a safe place for savings and a range of affordable loans to help with unexpected or seasonal costs. We are offering a savings bonus of £80 to eligible NHG tenants who opt to apply for certain products.
- Green Doctors provide 1-2-1 home visits with residents on a low income, who have a long-term health condition/disability, have children under 5 or who are over age 65. Residents will be advised on ways to reduce energy usage and assisted to apply for grants and discounts on their energy and water bills. An adviser will carry out a home visit and provide 'small measures' such as LED lightbulbs to help reduce energy consumption.
- Food support- NHG staff are able to make referrals to food banks and pantries across London.
- We operate a partnership database for further partners and organisations in each borough. Staff are able to make referrals or residents may self-serve via the external website. 36 Barnet residents were referred via the partnership database in 22/23.

PEABODY

- Peabody operate an Emergency Hardship Response is available to residents & customers who are in genuine need of assistance, this provides access to; Emergency Food assistance, Emergency Fuel vouchers for those disconnected, or at genuine risk of disconnection, Essential Household Furniture including beds, white goods etc..
- Households can be 'repeat-referred' & support is provided to deal with the source of the issue. This may involve assistance dealing with debts, benefit related support, budgeting etc.
- We work in partnership with external provisions including HACT Fuel fund, Charis Grants, Foodbank, Glasspool to extend the reach of this fund.

RIVERSIDE (OHG)

- We have recruited for 3 Affordable Warmth Officers that are tasked with the following:
 - Provide support and advice to those in fuel poverty
 - Ensure that all relevant benefits are being taken up
 - Avoid families having to choose between “heat or eat” – fuel poverty prevention
 - Develop relationships with energy providers to support customers
 - Raise awareness across the business through events/forums and marketing relating to energy efficiency
 - Work with colleagues in Riverside around the collection of key performance indicators to compare/benchmark performance
 - Joined up approach in relation to the decarbonisation agenda, linking into asset management and repairs and damp and mould/condensation
 - Promote best practice in energy efficiency and improve EPC ratings
 - Improve living environments where damp/mould and condensation negatively impact the customer’s use of their home
 - Re connect those with capped gas supplies
 - Link the outcomes to disrepair cases to improve outcomes for the customer.
 - Provide a better understanding of how our properties are being used by our customers
- The teams across both organisations would be the experts to support other business decisions
- Work with water authorities to understand what additional support can be provided to customers.

10. Fire Safety Policy and Procedures

Fire Safety remains high on the agenda for Landlords, The Building Safety Bill, received royal assent on 28th April 2022 to become an Act. Implementation of the measures will likely take between a year and 18 months.

This Act gives effect to the policies set out in the Building a Safer Future consultation and takes forward further changes to the Regulatory (Fire Safety) Order 2005 (the Fire Safety Order or FSO), this builds on for the Fire Safety Act 2021. The Act aims to regulate the construction of 'higher risk buildings' from planning stage, through construction, occupation and throughout its lifecycle by putting obligations on different individuals and organisations. The new Building Safety Regulator has been introduced to enforce the Act.

Higher Risk Buildings are defined to be at least 18 metres in height or at least 7 storeys and contain at least 2 residential units. Any building that falls within this definition will need to be monitored and controlled by the building safety regulator throughout its lifecycle. Of the RP's included in this review only MTVH and NHG have blocks that fall into this definition.

The Act also includes a clause to making building owners liable for the costs of remediating historical safety defects in the building. Leaseholders can be charged to help pay for these works, but costs will be fixed at no more than £15,000 per leaseholder in London.

Each RP has been working to ensure their organization's will be fully compliant with the requirements.

CLARION

- Clarion maintain suitable Fire Action Notices within the property detailing the appropriate evacuation strategy. PEEPs will be developed within Supported Housing by the responsible 3rd Party Care / Support providers when clear assistance is needed to support vulnerable residents with evacuation process. These plans may include evacuation aids provided and used by the responsible 3rd Party Care / Support provider.
- Clarion do not have a statutory duty to develop PEEPs within General Needs housing, however Clarion have Policies, procedures and systems to support PCFRAs in our Live Smart (Sheltered) properties and also General Needs properties where Clarion is made aware of a significantly vulnerable Resident. Clarion responsibilities are embedded in Policy, Procedure & Guidance.
- In terms of liaison with key stakeholders, we maintain excellent relationships with Fire Authorities (including LFB). The outcomes of a PCFRA carried out by one of our Housing NRO's may include signposting to LA Social Services or referring residents to receive a Home Fire Safety Visit (HFSV). Clarion have existing channels of communication to the LFB to ensure that, if appropriate HFSV are given urgent priority.
- There are no buildings over 18 metres high/seven storeys or more in the London Borough of Barnet.

HOMEGROUP

- No buildings over 7 storeys within the Barnet borough, however, undertake regular safety inspections and assessments and carry out any actions from these activities. Home Group continue to review and update their procedures and processes to deliver an efficient and safe service in all areas.
- All our properties have FRA's in compliance with the Regulatory Reform (Fire

Safety) Order 2005 and are reviewed periodically.

L&Q

- All FRA's are up to date and have B1 outcomes from the FRAEW checks. They are also registered on the LFB portal.
- 5 High Rise blocks in Barnet (private rented)

MTVH

- MTVH has a specialist department the Safer Building Department to lead EWS issues, inspections and remediation works. There is a corporate project aim ensuring that MTVH meets our full obligations in line with the BSA. Our primary focus in delivering a risk-based program of surveys to ensure that our blocks are safe for our customers and developing our BIM to support in BSM and building registration.
- We have adopted a risk-based approach to our inspection programme to ensure those buildings with the highest risk categorisation are being inspected first. All blocks over 18m have now been surveyed. To date we have surveyed over 150 of our blocks and our inspection program is continuing.
- Within Barnet we have 2 blocks over 18m, Desmond House where MTVH has completed the remediation and Glebelands House has had the survey completed and is part of our remediation program.

NETWORK HOMES

- Network Homes has already identified all buildings within scope and have been working to comply with the newly enforced regulations. All fire doors within scope have been tagged, recorded and inspected from at least one side. We have registered all buildings within scope through the fire and rescue services – enabling reporting of defective firefighting equipment (defective for more than 24 hours). floor and vertical floor plans all have been shared through the Fire & Rescue Services portals
- Work has also begun to create Building Safety cases for all buildings within scope.
- Network Homes can confirm that it has zero buildings over 7 storeys or 18m in the London Borough of Barnet.

NHG

- NHG has started registering higher risk buildings with the Building Safety Regulator.
- Intrusive surveys are continuing to be conducted and any further remedial works identified will be added to the programme.
- We have put in place a team of Building Safety Managers who are pulling together information for Building Safety Cases which will help with the provision of Building Safety cases. They are also putting together resident engagement plans which are bespoke for each higher risk building.
- Actions implemented by NHG are as follows:
- A current remediation programme for 35 higher risk buildings to resolve cladding defects and fire risk.
- A focused programme and resolution of outstanding repairs and disrepair matters.

- An enhanced process to identify Fire Risk Assessment actions and resolve.
- A dedicated Fire Door checking programme for all relevant stock.
- Creation of a golden thread team and group wide improvements project.
- Creation of new building safety managers as above.
- Amending Development processes to align with the new 3 gateway hardstop approach.
- Review policies and procedures to ensure alignment with BSA/RRO changes.

PEABODY

- We have appointed a Building Safety Manager for all our high rise, they are responsible for assessing hazards and ensuring risks are controlled for their blocks.
- Creating a digital record and mapping our processes to make sure we hold a golden thread of information.
- Developing resident engagement strategies and introducing a mandatory reporting system. We are starting to register our buildings and collating key building information ready to submit for October deadline.
- All blocks in Barnet have an up to date Fire Risk Assessment

RIVERSIDE (OHG)

- No building within LB Barnet that is over 18m or 7 storeys.
- We have completed a self-assessment exercise to ensure compliance with the Building Safety Act and started the registration process of its high-rise buildings (HRB) in line with the Building Safety Act.
- We have put in place a Cladding Remediation Programme to address remediation requirements of buildings with unsafe cladding; we are developing a Resident Engagement Strategy for HRBs as well as a strategy to respond to the Golden Thread requirements.

All RP's have confirmed that their fire risk assessments on all blocks are up to date.

Identifying Vulnerable Residents

Each RP has been asked how they identify vulnerable residents who may be at risk of starting fires or unable to escape, this includes where Personal Emergency Evacuation Plans (PEEP) are in place. All RPs have confirmed policies in place for buildings over 18 metres and keep and maintain information about vulnerability and mobility issues usually carried out through a person-centered risk assessment. RPs keep a premises information box on relevant blocks so the LFB can access this information in case of emergency.

11. Overall Performance and Commentary

Overall, the performance of each RP meets the required standard RPs are continuing to provide relevant training and upskilling to their residents and have identified various methods to assist residents in the cost-of-living crises.

As a result of the review, we would continue to recommend the RPs to developers on new Housing Developments that meet the standards required.

SECTION B

Development

In 2022.23 there were 408 affordable housing completions in Barnet. The following table shows a breakdown of these completions.

Registered Provider	Scheme	Total Affordable Completions.
Opendoor	Warwick Close (Bojoby Court)	44
Opendoor	Hermitage Lane	21
Opendoor	Friern Court	11
L&Q	Dollis Valley	54
IDS	Broadfields	13
Sage	Colindale Park Gardens	143
Homegroup	TFL beechwood	29
MTVH	Westhorpe Gardens	46
The Barnet Group	Buyback acquisitions	47
Total		408

It is important to maintain an effective partnership between the Council and each developing Registered Provider to ensure schemes are run smoothly and efficiently. The Council maintain regular contact with the developing Registered Providers throughout the development to monitor progress of each scheme.

In 2022.23 developers saw delays with completions, largely due to Brexit related issues such as shortage of supplies e.g bricks and skilled workers. Developers also experienced delays with utility connections and building control sign off.

Expected completions for the year 2023.24 are 751 affordable homes, these are predominately through the requirements of a S106 scheme. However, developments are still reporting delays due to shortage of supplies and increases in costs which may result in delays due to changes to planning and programming.

The following table shows the current developments which are currently on site and due for completion in 2023.24

Registered Provider	Scheme Name	Total Affordable Completions on site.
Innesfree	Medical Research Centre	16
Open Door	Basing Way Green	46
BH Extra Care	Stag House	51
L&Q	Homebase, The Hyde	45
L&Q	Medical Research Centre	46
IDS	Broadfields School	28
MTVH	Oakleigh Road North	40
Not known Yet	141 Dollis Hill	8
MTVH Regeneration	Westthorpe Gardens Phase 1 (Regeneration)	33
Pocket Living	TFL Woodside Park (Pocket Living Intermediate Product)	86
L&Q	Brent Cross (Regeneration)	47
MTVH	West Hendon (Regeneration)	42
Clarion	117 - 125 West Hendon Broadway	43
Barnet Council	Colindale Gardens	220
Total		751

HOME GROUP

No new schemes. But we are undertaking the regeneration of Douglas Bader Park which has and will involve working with developers over the coming months and years.

L&Q

- Brent Cross South – Whitefield Estate
- Dollis Valley
- NIMR
- The Hyde, Hendon

MTVH

Barratt Homes and MTVH have set up Barratt Metropolitan LLP to deliver the regeneration of the West Hendon estate. The development is ongoing with the next phase due to complete in early 2025. Between 2022 to 2025 the scheme will deliver 827 new homes, including 291 affordable homes.

Westhorpe Gardens in Hendon includes the regeneration of the Westhorpe Gardens and Mills Grove Estate to provide 251 new homes. Currently 50% through the construction programme. First handovers will take place in Q3 22/23 and practical completion in Q3 25/26.

MTVH are currently not considering any further new projects in Barnet.

NETWORK HOMES

Network Homes have two developments on site, these are: -

Burnt Oak Broadway, 98 – 102 Burnt Oak Broadway, Edgware HA8 0BE, this scheme will provide 100 affordable housing units consisting of Affordable Rent (19 units), London Living Rent (6 units), Shared Ownership (75

Premier Place in Station Road, Edgware, HA8 7BJ, this scheme will provide 124 affordable housing units consisting of Affordable Rent (16 units), Shared Ownership (92 units), London Living Rent(16units)

NHG

We currently have Millbrook Park Phase 6b scheme included in the Development programme.

Riverside (OHG)

- Granville Road which is on site, mid-construction. This is a JV with Sherrygreen Homes / Mullaly. The total scheme will be 132 new units due for practical completion circa end of 2024.
- Victoria Quarter – this is a JV with Fairview New Homes. The total scheme will be circa 488 units.

Sustainability

Central Government have set mandated sustainability targets to ensure there is the ability to meet the needs of the present without compromising the ability of future generations.

These targets are reflected in The Mayor's Homes for Londoners – Affordable Homes Programme 2021- 2026 funding guidance which, outlines funding requirements in relation to design and sustainability. The GLA expects that new homes are environmentally sustainable and meet zero carbon targets. There are 6 sustainability standards as a condition of funding: -

1. Net Zero Carbon Homes
2. Whole life cycle carbon assessment
3. Be seen energy monitoring
4. Air quality neutral
5. Urban Greening
6. Managing heat risk

London Borough of Barnet is currently developing a sustainability strategy the framework was agreed in 2021. Barnet's carbon baseline identified the Housing and building's theme, and particularly the retrofitting agenda as a key area for action in relation to reducing borough wide emissions and meeting the council's commitment to be net zero by 2050 and are aiming to achieve this by 2042 and for the Council as an organisation by 2030. The strategy will be recognizing from the carbon baseline that residential building emissions account for over 60% of emissions in the borough, and that the majority of the challenge to meet net zero targets related to targeting stationary energy, and in particularly the retrofit agenda

For Housing and buildings, the proposal is to complete the following: -

- Ensure Barnet applies for all possible funding streams (and sign up to the Retrofit London Housing Action Plan) to retrofit its social housing stock to achieve EPC Band B by 2030.
- Help residents secure grants to retrofit private homes.
- Increase the number of well-insulated homes working towards the FoE target (EPC band C or higher) of 100% by 2030.

Of the properties within the borough with an EPC assessment taken since 2008, the majority of Barnet's houses are EPC's D, C and E, which is particularly consistent in the private rented sector. Subsequently, there is a real need to work together to ensure that the Council meet local and regional targets.

RPs have reported on their sustainability programme for their existing stock and communities.

CLARION

- Continued to deliver building energy efficiency upgrades as a key partner to the Government's Social Housing Decarbonisation Fund (SHDF) Wave 1 project, which built on the success of the SHDF Demonstrator project delivered during 2021/2022. The Wave 1 project has upgraded the energy efficiency of 388 homes in total, with a focus on fabric improvements of insulation and windows, and the installation of air source heat pumps for off-gas properties.
- In March 2023, a Clarion-led consortium of five housing associations was awarded SHDF Wave 2 funding, winning the largest award of any applicant. This funding of £48.9m will be more than matched by Clarion, with a total investment of circa £108m being committed over the next three years, and it will support the continued upgrading of our housing stock, focusing on our lower performing homes (EPC E and D rated). This forms part of our wider Sustainable Homes Programme, which will constitute a substantial scaling up of energy efficiency works across Clarion's housing stock as we strive to ensure our homes are energy efficient, affordable to heat, and low-carbon.

HOME GROUP

- Engagement and education with our customers on correct ventilation, efficient heating, recycling, biodiversity and sustainable travel continue to be key themes in our customer relations through both active estate-based programmes and communications like our quarterly Homelife magazine for customers. The rate and content of our environmental sustainability engagement and education is independently analysed and audited by ISO14001:2015 and SHIFT assessments

L&Q

- L&Q have been successful in securing SHDF Wave 2 funding to improve the energy efficiency of our residents' homes. The programme will see a total of £68 million invested in more than 3000 homes across London and Manchester over the next 2 years. Bringing homes to a minimum EPC band C in line with the government's 2030 target
- In addition to our SHDF bid, L&Q will be including heating and window upgrades and installing low carbon measures such as ground source heat pumps and solar panels in our major works programme to ensure all our homes achieve an EPC C rating or above by 2030. To date, we have already completed work on over 10,000 of our residents' homes.
- In response to the cost-of-living crisis and resident feedback, The Foundation launched a new In Home Energy Advice Service alongside a refreshed approach to distributing fuel vouchers in December 2022.
- The in-home energy advice service offered residents in hard to heat homes a number of energy saving devices, fuel vouchers, advice and referrals where needed to our Independent Lives Team for employment support or income maximisation as well as direct support where needed with energy company issues. Warm Home Care Packs containing energy efficient slow cookers, a

food voucher and weighted blankets for vulnerable residents were also distributed as part of the scheme.

- The new approach to fuel vouchers has been a great example of collaborative working across the business. 24 'super users' were set up to enable a quick response to voucher requests. The scheme issued circa £62k in vouchers since December. As well as introducing digital vouchers to increase usage, we can now monitor where a customer hasn't used the voucher, the team reached out to everyone who hadn't redeemed their voucher within a month to check in and offer support if needed, this additional support offer has been a success and seen an increase in vouchers redeemed.

MTVH

- MTVH is targeting for all directly managed properties to have an EPC C or better by 2030, with an interim target for 75% of properties to have an EPC C or better by 2026.
- MTVH is on course to reach these targets, we have secured government funding under the Social Housing Retrofit Fund (SHDF) Wave 1 and Wave 2.1 to deliver energy efficiency works, with a total value of investment of £23.7m
- We have set aside sufficient resources in our business plan to ensure we can reach our target by 2030.

NETWORK HOMES

- Network Homes is progressing with its sustainability targets to reach EPC Band C for all of its properties by 2030. Pilots for upgrading stock to EPC C are underway in Hertford and Brent under the Social Housing Decarbonisation Fund. The rest of Network Homes stock, including its stock in Barnet, will follow in the coming months and years.

NHG

Our sustainability approach is:

- All rented homes will have an EPC rating of C by 2030. We will install insulation measures alongside ventilation improvements and low carbon heating in some electrically heated estates. The Zenith heat network will be improved.
- Restore and enhance green spaces for people and wildlife.
- Responsible buying of sustainable goods and services. By 2030 most of our products will be sustainably sourced and circular economy principles adopted in most contracts.
- By the end of 2023, launch resident engagement for energy efficiency works including demonstrators, educational materials and advice initiatives.
- Improve recycling in flats to support the Mayor's target of 65% recycling by 2030.

PEABODY

- **Funding bids** - During 2022 to 23, we embarked on a data cleansing project on the data held in our Energy Performance Profiling tool and worked to improve our lowest performing dwellings. We won the following bids in that year: SHDF Wave 1 to improve 66 sheltered dwellings with new windows and

external wall insulation, **Green Homes Grant** - LAD2 to install Solar PV plus additional work to 266 dwellings. A further 170 dwellings were fitted with PV using GLA funding and SHDF Wave 2 bid to improve over 6,000 dwellings

- **EV charge points** - We have installed EV chargepoints on ten estates and are aiming to install on a further ten this year. We have also set up processes for giving permissions to residents to install their own EV charge points where this is possible and also working with EV chargepoint suppliers to enable the use of those points installed in newer housing estates.
- **Cycling** - We have held a number of Dr Bike events and have retrofitted Bike Hangers in Charlton Triangle, one of our estates as a pilot.
- **Outreach to residents** - We have provided an energy saving advice service to all our residents and have been working with our residents through our Young Ambassadors and our Environmental Leaders group to help promote sustainability issues.
- **Recycling** - Our Resident Services Team has worked with ReLondon, Lambeth Council and Ecosurety and won and award for Partnership Excellence in the National Recycling Awards. The initiative resulted in increased recycling in Islington and Lambeth.

RIVERSIDE (OHG)

- We have a detailed process in place for sustainability but we have limited stock in Barnet so not all our initiatives cover Barnet stock each year.
- At present, there are no properties being considered for the SHDF bid in the LB Barnet.
- At present, there are zero blocks being considered for HNES (Heat Network Efficiency Fund)

SUSTAINABILITY APPROACH TO NEW HOMES

In 2020 The Sustainability reporting standard for social housing was drawn up. This is a set of standardised reporting criteria that housing associations can use to report on their environmental, social and governance (ESG) performance for lenders.

To ensure compliance to the Mayor's Homes for Londoners – Affordable Homes Programme 2021- 2026 funding guidance, and for private funding, RPs must therefore develop a robust approach to developing new homes.

CLARION

- Clarion's approach to sustainability supports our purpose of making a difference for our residents and communities. We are committed to leading a just and fair transition to a zero carbon society, which means accelerating our efforts on decarbonisation whilst supporting our residents to share in the economic and social benefits of that transition.
- Our sustainability strategy spans objectives covering environmental, social and governance (ESG) and includes time-bound, strategic, long-term targets. It is a result of a thorough stakeholder and materiality review to determine where we can achieve most impact and responds to the UN Sustainable Development Goals (UN SDGs).

HOME GROUP

- We want to ensure that all our buildings are 'Building Regulations Compliant' and that is our main focus as we want to make sure our customers are safe.

L&Q

- We have developed our sustainability strategy for new development, which tackles a wide range of our impacts on climate, resource use, nature and pollution. The strategy includes an ambition to deliver net zero carbon homes at the earliest opportunity, ensure climate resilient designs and sets a pathway to minimising resource use and negative environmental impacts

MTVH

- We have structured MTVH – Our Sustainable Future around six key themes:
- Value and care for our colleagues incorporates how we will look after our colleagues and helping them to fulfil their potential.
- Empowering our residents and communities considers how we can provide our residents and communities with the tools that will allow them to grow and live their best lives.
- Creating efficient and thriving environments focuses on the environmental impact of our corporate operations and how we use our resources most efficiently.
- Creating our Net-Zero legacy concerns our efforts for decarbonisation across our existing housing stock and ensuring that we design and build low-carbon homes.
- Everyone should have a home and the chance to live at the heart of everything we do.
- Effective financial management and governance focuses on remaining a financially strong and stable organisation, allowing us to continue to build affordable and sustainable homes for future generations.

NETWORK HOMES

- For new developments, we require teams to ask the following questions during the design phase, with a view to aiming for the highest standards available without rendering a project unviable:
- The design and layout of the buildings (Does building design ensure heat retention in winter, and prevent overheating in summer – without over-reliance on heating systems or air-conditioning? Can mechanical installations such as ventilation systems be replaced with passive measures? Are renewable energy systems sustainable and low maintenance? Are buildings and surrounding ground adequately equipped to resist flooding?)
- The materials used: (Do they have a high carbon footprint to produce? Can they be recycled? Are they durable?)
- The carbon footprint of staff, machinery and material movement to site (Can we use electric vehicles to travel to and from site?)
- Features to encourage sustainable living: (Are residents equipped to recycle waste responsibly? Are fittings (e.g. showers, toilets, heating controls, lights,

smart meters) designed to reduce unnecessary water and energy consumption?

- Ecology on development sites (Where green space is lost or disrupted, is this offset with new green spaces or other ecological installations? Can high density biomass areas be planted in green spaces)

NHG

- 98% of our new homes have an EPC of B and all new homes being designed will be net zero compatible by 2025.
- By the end of 2023, we will develop a methodology for measuring and reporting on embodied carbon across our development programme and will roll-out a carbon emission reporting tool to improve visibility of emissions across the supply chain.

PEABODY

- Our new homes were built to a minimum of SAP 81 and those designed from 2021 by Peabody are being designed to achieve a minimum of SAP 86. Peabody is also constructing a near Passivhaus development in Milton Keynes. We are also developing our approach to Whole Life Carbon assessment for our new dwellings.

RIVERSIDE (OHG)

- All new homes built in compliance with the first stage of the Future Homes and Buildings Standard
- Preparations completed for the implementation of the second stage Future Homes and Buildings Standard 2025, with whole life cycle assessment undertaken of all proposed schemes to inform design.
- Our design brief reflects changing standards, regulations, geography and our aspirations for delivering high quality new homes.
- By building energy efficient homes and working with our partners to close the performance gap, we will help to ensure our customers can afford to heat and power their homes. It will also mean that our homes are future proofed and do not require further future investment to meet zero carbon.

SECTION C

Damp and Mould

Following the coroner's November 2022 report into the death of Awaab Ishak in Rochdale, RSH asked all larger registered providers of social housing to submit evidence to us about the extent of damp and mould in tenants' homes and their approach to tackling it. This covered local authorities and private providers such as housing associations who together own and manage over four million homes in England.

RP's were asked whether there had been any immediate action taken as a result of the Rochdale report:

CLARION

- £5m Investment in the period
- Focus extended from Damp and Mould to include Leaks and Condensation
- 100 new staff appointed including specialist surveyors
- Dedicated Director to oversee
- Property MOT for every unit with reports of LCDM in two consecutive years
- Full MOT on all new reports of LCDM
- Internal major works team
- Resident Liaison Officers (RLOs) appointed to support residents
- All front-line staff trained on LCDM
- Full investment in specialist equipment
- Introduction of Smart Tec equipment in homes
- Information leaflet produced for residents.
- Tight links to Planned investment to address cause (i.e. roofs, windows)

HOMEGROUP

- We have introduced new policy compliance note on damp and mould taking account of ombudsman recommendations and cross reference with safeguarding. We take reports of damp and mould seriously however it comes to our attention (i.e. from the customers, maintenance surveyor, Housing Manager, etc).
- We introduced our new damp and mould policy and process guidance
- All colleagues in Home Group have had training in damp and mould and our processes. When its identified or raised as a concern, it will be reported using our internal channels and will be investigated by a surveyor. Depending on the circumstances, the maintenance surveyor will visit in 24 hours, 72 hours or 10 days.
- We have regular updates on damp and mould and processes and guidance has been provided to all colleagues in the business.

L&Q

- Since the Rochdale report we have reviewed processes updating and improving where needed and updated our website to provide guidance and tips.
- The services of Zap Carbon was commissioned, they are a mould eradicator specialist, and as a result we have been able to provide a comprehensive and proactive response to dealing with damp and mould.
- L&Q provide a Healthy Homes Performance Certificate (HHPC) assessment on properties we visit and undertake a shielding using nanotechnology.
- We have developed a predictive AI model that allows us to interrogate data that uses AI to predict with 80% accuracy whether a property is potentially at risk of a disrepair claim or complaint being raised.

MTVH

- New damp and mould policy, procedure and process launched end of October 2022.

- Created a new £1.5m fund specifically to address damp and mould
- Implemented a new policy where cases are assigned to a named member of the team, who is then in a stronger position to provide oversight and ensure that the issue is resolved
- Ensured a 12 month review to check that interventions weren't just short-term fixes, but has actually addressed the root of the issue
- Made damp and mould everyone's business – with every colleague, supplier, or contractor who visits a home being trained on clear guidance to identify and raise issues with damp and mould
- Invested in new diagnostic kit to agree plans of action with residents, supported by measurable data
- Developed new communications materials to support residents affected whilst we get things fixed
- Recruited a new Senior Surveyor dedicated to damp and mould case management

NETWORK HOMES

- Reviewed Damp and Mould procedure and all staff have received training.
- Created a specialist Damp and Mould team and have an action plan that is reviewed weekly
- Updated our Damp and Mould leaflet for residents
- Ensure all staff know how to use the Recite Me function on our website to help residents

NHG

- A new policy and leaflet, and related procedures developed in conjunction with a resident damp and mould task group
- A new internal damp and mould group who are monitoring cases and all our housing officers have undertaken damp and mould training to better equip them to identify issues, and support residents.

PEABODY

- In early 2021, Peabody carried out an extensive deep dive into how we manage damp, mould and condensation (DM&C) across the organisation. From this review, we set out an ambitious improvement plan which we presented to the Housing Ombudsman on the 01st July 2021. Significant progress has been made on this improvement plan, and we continue to drive improvement across the service in this regard.
- As a result of this earlier work, the above initiatives were already in place when the Rochdale report was published. We did however have to increase our resources to manage the increased demand following the report, including additional staff and supply chain partners.

OHG (RIVERSIDE)

- We have published our Damp, Mould Policy in December 2022
- Updated customer guidance and educating on damp, mould and condensation on our websites and E-Newsletters.
- We have invested in training and new monitoring equipment for our surveyors, damp, and mould training across our repairs teams and mandatory damp,

mould, and condensation training across all colleagues.

- We have updated our self-service repairs tool (MOH) my one housing portal to assist in triaging damp, mould, and condensation cases
- We have introduced #everyvistcounts whereby regardless of the reason for attending a home we will also conduct an inspection of the home to identify signs of Damp, mould and condensation and we take action or provide further education and guidance.
- Every repairs operative and servicing engineer has access in their van stocks to mould wash and the correct PPE and safe systems of working to undertake a wash if needed.

Four Million Homes

The government is launching a new programme (Four Million Homes) which offers social housing tenants training in how to hold landlords to account over conditions such as damp and mould and anti-social behaviour. RPs advised they are planning to administer the new programme below:

CLARION

- Clarion has advertised the scheme to their residents on our website

HOMEGROUP

- We have promoted the Government's programme to all customers via our online customer engagement group, anyone@home and to all our involved customers. We also promote the programme to customers in our local neighbourhoods following customer complaints.

L&Q

- Set up a cross department working group to identify all reported cases of damp and mould and put plans in place to address with working with the Property Services team on all residents.
- We have trained staff and use Zap Carbon to complete reports to identify any new cases that we will address by working closely with residents.

MTVH

- MTVH are an official support of the Four Million Homes programme. We have actively informed our involved customer groups about the launch of the site and promoted the training opportunities to these groups.
- To ensure that the programme remains highlighted to customers, a feature post has been added to our customer involvement online platform, YourVoice.mtvh.co.uk.
- This feature post will be updated regularly with the latest information available from Four Million Homes. Our Communications team will be referencing the programme in core customer publications wherever possible to ensure that customers who are digitally excluded are also kept informed.
- As members of TPAS, we also offer training to our customers through this service. Our Customer Voice team regularly promotes these training options to our customer groups and support residents to register for the TPAS platform where they can access information about their rights in relation to

damp and mould, ASB and other important issues.

NETWORK HOMES

- The government new programme (Four Million Homes) is very new to Network Homes, and we are in the process of considering plans to promote it to the residents. We will have more information on how we administered the new programme in next year questionnaire.

NHG

- We have discussed this with our Resident Voices Group and will be promoting this to our residents in a future edition of our newsletter, and on our website.

PEABODY

- We provide training to upskill and support our resident groups, this includes a suite of options for our local group covering areas such as:
 - Chairing skills
 - Committee development
 - Bookkeeping
- We also provide training tailored options for our strategic group, to ensure they are equipped to effectively scrutinise services and policies.

RIVERSIDE (OHG)

- Within our Community Safety Service Improvement plan we will be reviewing our response to anti-social behaviour (ASB) in high crime/hotspot areas, working with local communities, estates services, resident engagement teams, to reduce ASB in hotspot areas. We will be promoting community involvement in designing out ASB and also ensuring residents are provided with the knowledge of how to report and how we can support them. We also have a set of customer communication focused KPI's to ensure that we are delivering a consistent and responsive service.
- At One Housing we now have Tenancy Intervention Officers (TIO's) based within the Community Safety Team. The TIO's will be focusing on our residents with extra support needs and those struggling to sustain their tenancies ensuring a clear pathway for support. This includes working with both victims and perpetrators of ASB. The TIO's will be focusing on contacting and engaging with customers ensuring appropriate multi-agency interventions such as referrals to adult social care, welfare and benefits advice and other partner agencies. We are also working with frontline teams to promote the service available to customers. The TIO's will also be working with vulnerable customers experiencing damp and mould to support them with liaising with repairs and decants where required as we recognise the impact of damp and mould on our vulnerable customers.

Resident Associations and Consultation

The RPs were asked to provide information on their Residents Associations and Consultations

CLARION - do not have a Residents Association

- Clarion works in partnership with an external consultant, The Leadership Factor, to regularly survey residents by telephone regarding their experience with Clarion Housing Teams and Repairs. Surveys are undertaken with residents who have had both recent interaction with Clarion and residents selected at random who have no recent interaction.
- Results are fed back regularly to teams across the business. Lessons learned are shared in quarterly and monthly meetings, and action plans are created where trends are noted to improve services.

HOMEGROUP

Briar Close Tenants Association

Hyde Court Residents Association

Douglas Bader Park Tenants and Residents Association

Self-completion surveys

- Our Customer Promise Survey is sent to all customers on the anniversary of their tenancy. It is a perception survey, based on Home Group's Customer Promise. Customers can complete it online, via text or by phone.
- Customers are also invited to complete a survey online, by text or by phone on their most recent repairs experience.
- We consult customers on a wide range of topics, including, for example, changes to our policies and procedures, new services and procurement, via our online engagement groups anyone@home and leasehold@home
- We send self-completion to surveys to all customers on focused pieces of work, such as the procurement of new contractors
- Telephone interviewing As above, customers have the option to complete our Customer Promise Survey over the telephone

Face-to-face surveys or interviews

- We carry out Customer Promise Assessments in our neighbourhoods, services and schemes to find out customers' experience of their homes and our services
- We have a customer scrutiny group called Viewpoint which meets to track and challenge Home Group's performance and service delivery
- Feedback forms or comment boxes or show of hands Customers can contact Home Group online via Contact Us to share their feedback, raise issues or make complaints

Online venues

- We deliver online customer engagement meetings and digital estate inspections, providing customers with the opportunity to raise issues and concerns, track Home Group's actions and build relationships with local housing teams

MTVH

North London Regional Panel

- Our Customer Voice Framework, available to view on our website www.mtvh.co.uk/contact-us/share-your-voice, explains how we use a variety of methods to listen to the voices of our customers, ensuring that we listen to the individual, local, regional and national concerns of our customers and take appropriate action to improve our services.
- Our national Customer Council receive quarterly updates on the progress of our resident consultations with our Regional Panels each receiving an update about consultations happening in their local areas. Wherever possible, residents involved in a consultation will be kept informed about how their voices have contributed to MTVH action.
- We have a dedicated Customer Voice team who operate at a national and local level to listen to and amplify the voices of our customers. The Customer Voice Framework provides a range of opportunities for customers to get involved in our organisation from completing short focus groups or reading panels, to being part of our national Customer Council.
- The Customer Voice team also run our online resident engagement platform – YourVoice – where customers can find out more about what is happening across MTVH but also what is happening in their local area. The platform contains full information for customers about how to form a residents’ group or association and the support available from the Customer Voice team to do this.

NETWORK HOMES – do not have a Residents Association

- Residents are communicated with via text and emails to invite them to share their views on a variety of topics to influence service changes. Consultations conducted by post, email, online surveys or in person with results being collated into reports. Reports are then shared with a variety of stakeholders, either those directly responsible for the changes to be implemented and/or to the senior and executive leadership team and/or formal governance channels such as Local Resident Panels, Customer Services Committee and/or Network Homes Board. Insights are shared verbally to influence projects and or amend decisions based on resident views.
- Results of wider service-related consultations are posted as articles on the Network Homes website which are then included in our resident newsletters. There is also an area on the website specifically for closed consultations.

NHG

New Colindale Residents Association (informal, not registered with NHG)

Self-completion surveys

- We carry out transactional surveys via SMS link once the resident has had an interaction with us, such as speaking to their housing officer on the phone.

Face-to-face surveys or interviews

- Face to face housing surgeries encourage residents to speak to their local

housing officers to solve problems, log repairs and find out about what is going on in the local area. We also work with partners to hold local community events (e.g. Colindale), such as employability fairs, youth projects and winter festivals, attracting hundreds of residents each year.

The results of the transactional surveys are shared with directors and regional heads via reports, so that they can work with their staff to learn from the feedback and improve the service they provide.

PEABODY

Strawberry Vale Residents Association

High Road Finchley Residents Association

- At Peabody the voice of residents is key to shaping decisions and improving services.
- There are a number of ways for our customers to influence the direction and perspective of the organisation, which fall into three broad categories:

Strategic

- Our strategic involvement options provide opportunities for resident influence the overall direction and governance of the organisation. We are currently working with residents and colleagues to design what our new strategic groups will look like, with the aim of presenting our proposed structure to our Board in July.
- We have set up the resident Complaint Panel which is helping to shape and improve our complaints project and also our Resident Sounding Board, which reports directly to our CEO, to share experiences of the lived Peabody experience and how this can be improved. In addition we are in the process of setting up a leasehold resident group.

Regional

- Residents can also have input at a regional level, mainly via the regional forums which represent Resident Associations in their region, but also through other resident engagement projects which are regions wide.
- Local
- Resident Associations and other informal group/activities (e.g estate walkabouts) work with Peabody to address issues of local concern and improve services in specific areas.

Digital

- Peabody have adapted quickly to ensure residents can continue to play a key role in shaping services and have supported resident groups to continue meeting, through online platforms such as Microsoft Teams and Zoom. Our strategic resident groups now meet online and are actively contributing to the development of our policies, and Peabody's approach to the provision of services and communications strategy during this pandemic.
- At a local level, we are supporting local resident groups to meet virtually and have produced a guide for online meetings. Our largest meeting attracted

155 residents. A variety of issues were covered during these sessions, including estate manage, fire safety, repairs and service charges.

- We have proactively contacted our involved residents to make sure they are supported during this period also made sure that those who do not have access to tablets/computers are able to join our online sessions simply calling into the meeting.
- We are also introducing a digital platform to support virtual engagement opportunities.

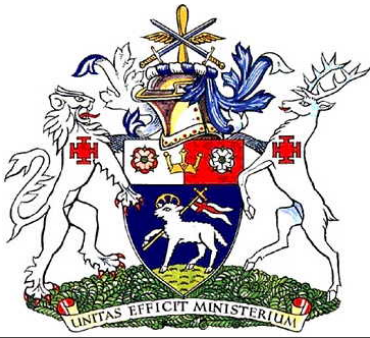
Local consultations are developed into action plans, which are then updated and reported to resident. Major consultations are also referred to our Board for visibility and where necessary for endorsement.

RIVERSIDE (OHG) - No but we do have a North Region Resident Panel that covers Barnet.

- Self-completion surveys
- Telephone interviewing
- Face-to-face surveys or interviews
- Feedback forms or comment boxes or show of hands
- Online venues
- Consultation results are used to influence strategies and policies and improve service delivery to our customers.
- We have a Resident Engagement Strategy co created with involved residents. Each region has a Resident Panel who meet with senior staff each quarter. In addition, we have One Community a digital platform to support engagement as well as a range of TRAs and a newly set up TRA Forum. Our scrutiny panel undertakes deep dives into relevant service areas.

L&Q do not have a Residents Association

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Overview and Scrutiny Committee AGENDA ITEM 9

Title	Culture Strategy Progress Briefing
Date of meeting	23 January 2024
Report of	Executive Director of Strategy and Resources (S151 Officer)
Wards	All
Status	Public
Urgent	No
Appendices	Appendix 1 – Culture Strategy Briefing Paper
Lead Officers	Anisa Darr - Director of Strategy and Resources Anisa.Darr@barnet.gov.uk Liz Cowie - Assistant Director Strategy & Communications Liz.cowie@barnet.gov.uk
Officer Contact Details	Scott Milne - Strategy Officer scott.milne@barnet.gov.uk
Summary	
<p>This report provides a concise overview of the current trajectory of our cultural strategy and provides members with a clear understanding of our progress in developing this strategy. Additionally, it will provide a summary of the key elements that will comprise the final document.</p> <p>We are still in the process of developing this strategy and we go to Cabinet on April 16th 2024 to submit our final version.</p>	
Recommendations	
<ol style="list-style-type: none"> 1. That the Committee consider the contents of this report and the Culture Strategy Briefing Paper attached (Annex 1). 2. That the Committee make recommendations for the portfolio holder and lead officer to consider when developing the final strategic document. 3. That the Committee consider making any further recommendations to Cabinet. 	

1. Reasons for the Recommendations

Background

1.1 The Council are in the process of developing a comprehensive five-year cultural strategy, aimed at the celebration, support and enrichment of Barnet's cultural landscape and creative economy. Our goal is to enhance the cultural experiences available to our residents.

1.2 Additional background information on the Culture Strategy is accessible in Appendix 1.

1.3 The themes and priorities of the strategy have been developed and identified through our Culture Strategy External Steering Group, our consultation and engagement programme, and our Audience Agency research.

1.4 One of the components contributing to the formulation of this strategy is the research conducted by the Audience Agency. They were tasked with producing a foundational dataset of information and insights concerning culture and creativity within the borough. This has been scoped from the perspective of cultural organisations within Barnet. Looking at the challenges they face and their interactions with residents.

The Culture Strategy External Steering Group Workshop

1.5 We conducted two distinct workshops in collaboration with our external steering group. For these sessions, the group identified four overarching priorities they deemed crucial to address in the strategy. These were:

- 1- Capacity building in the cultural sector
- 2- Placemaking and Cultural Infrastructure
- 3- Culture as a connector (focus on our communities and identity)
- 4- Barnet as a cultural destination (the aspects that make Barnet unique)

1.6 The group subsequently undertook the task of highlighting all the significant issues that the borough is confronting in relation to these overarching priorities. This undertaking was of great significance due to the composition of our external steering group, comprising of cultural experts deeply rooted in Barnet's local community. They possess knowledge of the cultural challenges prevailing within the borough.

Hemingway Design Consultation and Engagement Programme

1.7 Hemingway Design conducted a consultation and engagement programme to provide valuable input for both the cultural strategy and our London Borough of Culture bid. At the core of this engagement was a survey designed to understand the community's perspective on culture in Barnet. Additionally, a series of workshops were conducted to ensure comprehensive representation from across the borough.

1.8 It was conducted in two strands:

- 1- Adults survey

This survey was responded to by 694 people.

2- Schools survey

This survey was responded to by 732 people.

1.9 Meaning overall our surveys reached 1,426 people. This is without taking into account the individual workshops held that also contributed to the strategy.

1.10 This engagement was instrumental in establishing an evidence base that either corroborated, questioned or supplemented the findings of the external steering group and previous research. Upon a comprehensive review of this engagement, it not only affirmed the insights derived from our prior research but also enriched our evidence base by highlighting aspects that had been overlooked in other research methods. One such notable aspect was the importance of fostering participation, and the importance of Barnet's "place brand".

Key recommended culture strategy priorities

1.11 The priorities outlined below will serve as the focal points for the Culture Strategy. While the essence of each priority will remain consistent, the wording of individual priorities may undergo changes as we progress through the process.

1.12 The priorities and objectives below will form the basis of our Culture Strategy:

1- Building Capacity and Participation in the Cultural Sector (title to be renamed)

This priority aims to enhance the cultural landscape in the borough by supporting institutions that host cultural activities and fostering increased participation. Survey results indicate an interest (89%) in engaging more in cultural activities, with only 7% feeling they have sufficient opportunities. The need for support was also emphasised by our Audience Agency Research with nearly 50% of organisations surveyed by AA wanting more support with fundraising, advocacy, and organisational development. The external steering group also felt that this was a key issue within the borough.

The following objectives have been formulated from all of the engagement and research conducted and have been approved by our external steering group:

- Enhance council processes and information accessibility for individuals and organisations looking to host a community or art event.
- Assist our cultural organisations with building funding opportunities and increase support for the institutions where cultural activities take place.
- Work alongside our partners to increase network building in the cultural sector.
- Create a long-term group with Barnet Council representatives and external stakeholders to help guide the future of culture in Barnet.

- Partner with the cultural and creative sector to provide more chances for people to enjoy cultural activities in the borough, including attending events and participating in them.
- Collaborate with the cultural and creative sector to establish additional career pathways and support skill development in Barnet’s cultural sector.
- Promote unconventional approaches and innovative arts and cultural practices that go beyond traditional creative fields.
- Work with cultural partners to explore options for making cultural activities accessible to all, irrespective of individual financial circumstances.

2- Developing Placemaking and Cultural Infrastructure (title to be renamed)

This priority aims to create new spaces for cultural activities, providing quality venues for creatives to perform and practice in. Additionally, it seeks to use creativity to shape the surrounding landscape. The idea of integrating creative placemaking into both Barnet’s town centres and greenspaces was emphasised by the external steering group and echoed in our survey responses. With our external steering group firmly emphasising the need for new spaces for cultural activities to take place, it was felt that there is a shortage in Barnet, and this is holding back individuals from engaging with culture in Barnet.

The following objectives have been formulated from the engagement and research conducted, and have been approved by our external steering group:

- Facilitate the creation and promotion of high-quality public art to enhance the public realm.
- Continue to promote the development of creative placemaking projects in our town centres to enhance their vibrancy.
- Work to explore opportunities for establishing new spaces dedicated to cultural activities.
- Collaborate with stakeholders to identify alternative venues for creative activities, allowing artists to showcase their work in spaces not traditionally utilised for such purposes.
- Work with partners to ensure current cultural venues are utilised to the maximum of their potential.
- Strategically enhance the use of green spaces in the borough to support creative, community and leisure activities.
- Work towards ensuring our cultural venues are accessible to all.

3- Mobilising The Potential of Culture as a Connector (Title to be renamed)

This priority covers multiple facets. Firstly, it aims to cultivate connections among our diverse communities. Utilising events and building networks to unify different cultures, faiths, and beliefs. Thus, fostering sustained social cohesion. Despite advancements in this area, ongoing efforts are required to ensure Barnet is recognised as an inclusive borough that celebrates diversity (52% of respondents agreed that we currently are seen as inclusive).

The second aspect of this priority looks to ensure cultural activities are available in all parts of the borough. With the aim of establishing a unified cultural landscape in Barnet. Our research highlights disparities, revealing variations in cultural provisions across different areas of Barnet.

The following objectives have been formulated from all of the engagement and research conducted, and have been approved by our external steering group:

- Improve the equitable distribution of cultural activities and events throughout the borough.
- Continue to promote initiatives that encourage individuals to participate in volunteering opportunities.
- Enhance awareness of cultural festivals and events celebrating our diverse communities in the borough, with the goal of increasing participation.
- Utilise cultural events, such as music, dance and food-based gatherings, as a means to bring together diverse cultures.
- Hold more intergenerational events and activities that connect people from different ages.
- Promote increased utilisation of libraries for events, allowing them to be used as neutral spaces that bring together diverse cultures.
- Work with partners to increase the number of individuals participating in interfaith/interculture based work and networks that help facilitate community cohesion.
- Ensure our cultural activities are tailored to resonate with what Barnet residents from a variety of backgrounds want to take part in.

4- Accelerating Barnet's Identity as a Cultural Destination (title to be renamed)

This priority seeks to position Barnet as a cultural hub by improving the promotion of our cultural assets and activities in the borough. According to our adult survey, 54% of respondents expressed a lack of sufficient information about things to do in Barnet. Additionally, 45% of respondents indicated they did not know a lot about Barnet's history. Addressing this information gap is a key part of this priority. While this priority also seeks to establish Barnet's brand association with a diverse cultural offering.

The following objectives have been formulated from all of the engagement and research conducted, and have been approved by our external steering group:

- Address information gaps by regularly assessing the effectiveness of communications to ensure residents are well-informed about the various activities and events in Barnet.
- Raise awareness and promote Barnet's history and heritage.
- Collaborate with residents to explore and learn about the history and heritage of Barnet directly from them, aiming to gather new insights and information on Barnet's history.
- Promote heightened acknowledgement of our green spaces, underscoring their role in shaping life in Barnet.
- Strengthen Barnet's "place brand", ensuring that Barnet is a place where residents living in the whole borough can connect to.

- Market Barnet as a place where aspiration can be realised.

5- Supporting Cultural Education & Engagement with Young People (title to be renamed)

This priority has been shaped by insights from our school, college, and upper education survey, as well as input from the external steering group. The findings highlighted key areas for focus. For instance, in response to the question “In the last 12 months, which of these activities have you taken part in or visited inside Barnet?” 8 out of 12 options had 6% or less of young people indicating they had engaged in the activity in Barnet. Conversely, for the same activities outside of Barnet, 11 out of 12 had 6% or above, with 9 out of 12 categories having at least 20% of respondents stating they had participated in the activity outside of Barnet.

While the final strategic document will include more insights from our young persons survey, the ultimate goal is to inspire young people to enhance their engagement with cultural activities in Barnet. We also aim to collaborate with partners to contribute towards unlocking the potential of young individuals.

The following objectives have been formulated from all of the engagement and research conducted, and have been approved by our external steering group:

- Work with our partners such as Barnet and Culture for Youth to diversify the cultural activities being offered at schools.
- In collaboration with our partners, reduce the barriers that prevent schools, colleges, and universities from being able to engage with certain cultural activities.
- With our partners, increase the number of young people taking part in cultural activities in Barnet as opposed to leaving the borough.
- Alongside our cultural and creative sector, increase the number of young people leading cultural and creative sessions for their peers and empower them to get involved in co-producing the sessions.
- Evaluate how we communicate and reach young people, ensuring that we engage with them to understand their views and that our messaging is reaching them effectively.
- Work with our educational partners to ensure creative talent is being retained in the borough.
- Ensure there is linkage with the Barnet’s 2021 – 2024 Education Strategy, and where priorities align, work collaboratively to achieve them.

6- Cultivating Culture to Enrich Society (title to be renamed)

An important consideration in many culture strategies is utilising the influence of culture to bring about broader societal benefits, both for the public and in how Barnet Council functions as an organisation. This theme has been emphasised in both our internal service area workshop and our external steering group, underscoring the importance of using this strategy to generate wider social value for Barnet. This section aims to connect culture with broader aspects outlined in Our Plan for Barnet 2023 – 2026, promoting a coordinated approach within the Council.

- Work with our cultural and voluntary sectors to attain our goal of achieving net zero in Barnet by 2042.
- Increase resident participation from all backgrounds and cultures in the electoral process, combatting residents growing disaffection with democratic institutions.
- Connect with Barnet’s public health bodies, ensuring culture plays a role in contributing to the health and wellbeing of our residents.
- Maximise opportunities for attracting inward investment in the borough by strategically utilising cultural events and activities.
- Coordinate with different Council service areas to implement the principles of the Culture Strategy into their own plans.
- Nurture and grow an internal culture network that unites various Barnet Council service areas, fostering collaboration and idea-sharing to contribute to our cultural plans.
- Incorporate the principles and priorities of this strategy into Barnet Council’s working environment, ensuring staff understand how this strategy impacts their roles and work practices.

2. Alternative Options Considered and Not Recommended

2.1 Alternative options were considered; however, after discussions with our external steering group, comprised of representatives from across Barnet, and incorporating insights from residents, we have chosen to move forward with the specified priorities. While there may be minor adjustments in the future, we expect the final priorities to reflect the overall content of this document.

3. Post Decision Implementation

3.1 Once we have developed the final strategic document, we will be taking it to Cabinet to seek final approval and sign off.

3.2 Currently It is expected that following the adoption of the strategy the responsibility for the delivery of the strategy will be led by the Culture team, who will work across the council and with host of partners.

3.3 Committee will also be aware that the council has applied for London Borough of Culture for 2027. A decision on that will be in March 2024, we will have a firmer idea on implementation and delivery at that point, as the two are linked and the decision will influence how we implement certain aspects of this strategy.

3.4 We will consider the suggestions that come from Overview and Scrutiny when producing our final strategic document.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

Our Plan for Barnet 2023 -2026 - Caring for Our Places.

4.1. This strategy sits under the Culture, Leisure, Arts & Sports portfolio that is led by Councillor Ammar Naqvi.

4.1.2 'The corporate vision underlying Our Plan for Barnet 2023 – 2026 is “Caring for people, our places and the planet”.

4.1.3 The transformation agenda consists of three primary components that will serve as a foundation for the Culture Strategy. In the context of this strategy these are:

1- Destination Barnet

This seeks to make the borough an attractive location for creative industries, and for culturally relevant / significant venues.

2- Discover Barnet

This workstream, showcases existing cultural capital as well as broadcasts the rich heritage of our borough.

3- Barnet Dreams

This is a commitment to ensure that we have the tools, opportunities, and advice services available locally to ensure every resident unlocks their potential.

4.1.4 Another significant element of Our Plan for Barnet is to embrace collaborative development of our strategies and initiatives in conjunction with our local communities. The Community Participation Strategy published in 2022, describes essential principles for accomplishing this goal and plays a substantial role in shaping the development of our Culture Strategy.

4.1.5 We have been committed to actively involving our local community in every stage of the Culture Strategy’s development, including its creation and design. Our approach prioritises working in partnership with our residents rather than seeking mere approval of our outputs.

4.1.6 An example of how we empowered the community surrounds the definition of culture. Recognising that culture holds diverse meanings for different individuals, the Council deliberately refrained from providing a specific definition. Instead, we worked alongside our local community and external steering group to shape what culture was defined as.

4.1.7 This strategy has been conceived by the local community, for the local community, embodying the essence of collective empowerment and shared ownership.

Sustainability

4.2 We consulted our colleagues from the sustainability team and have integrated a specific objective into our plan “*Work with our cultural and voluntary sectors to attain our goal of achieving net zero in Barnet by 2042.*”.

Corporate Parenting

4.3 We have a dedicated section addressing young people; however, we foresee no adverse effects, only positive outcomes. A key aspect of the strategy aims to enhance young people’s engagement with culture.

Risk Management

4.4 Currently, there are no finalised specific actions for the strategy. The objective is to enrich the cultural landscape in Barnet in collaboration with partners. The strategy itself carries no significant risks; however, projects arising from it may pose associated risks.

Insight

4.5 Insight has been gained through independent research and studying other local authorities approaches to producing Culture Strategies.

4.5.1 We detail the sources of insights that informed the strategy and its priorities in sections 1.3-1.10 of this report. More insights can be found in Appendix 1.

Social Value

4.6 Our external steering group has emphasised the importance of showcasing the social, economic, and wellbeing benefits resulting from investing in culture. The final strategic document will include a dedicated section addressing this focus.

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

5.1 We have spent around £20,000 so far specifically on the Culture Strategy. This has been for research and also administrative costs, and to support the development of the strategy and the production of the final strategic document.

5.2 We anticipate we will need to invest funds to help implement this strategy. Currently, we don't have specific details on the actions required to achieve the objectives. As we develop the action plan, we will gain a clearer understanding of the resource implications.

5.3 We are awaiting the outcome of our London Borough of Culture Bid, and this will impact various key aspects of how the strategy is executed.

5.4 This strategy goes beyond the council spending money; it involves collaborating with partners to enhance the current cultural landscape. It's not a matter of solely relying on funding to achieve our objectives. Creative thinking and collaborative partnerships play crucial role in addressing some of the challenges outlined in this strategy.

5.5 We will be in a position to give more details on the resource implications of this strategy by the time we take this to cabinet in April.

6. Legal Implications and Constitution References

6.1 The terms of reference of the Overview & Scrutiny Committee and Sub-Committees (Council Constitution, Part 2B, Terms of Reference of Committees and Sub-Committees includes: "Review and scrutinise the decisions made by, and performance of, the Executive, Portfolio Holders and/or Committees and Council officers both in relation to individual decisions and over longer periods of time;

9.4.1.2 To Review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas.

9.4.1.3 Require the attendance of and question Members and chief officers about their decisions and performance, or in relation to particular decisions, initiatives or projects;

9.4.1.4 Make recommendations to the Executive and/or appropriate Committee and/or Council arising from the outcome of the scrutiny process;”

6.2 The terms of reference state that “The Overview & Scrutiny Committee has the following powers and duties:

10.1 The Overview and Scrutiny Committee has the following power and duties: 10.1.1 To oversee an agreed work programme that can help secure service improvement through in-depth investigation of performance issues and the development of an effective strategy/policy framework for the council and partners;

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

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

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

7. Consultation

7.1 All consultation and engagement activity (The Audience Agency research, External steering group and Hemingway Designs Consultation and Engagement Programme) have already been referenced. The priorities that emerged from these pieces of research are included in this document. Please see Appendix 1 for more information.

8. Equalities and Diversity

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

8.2 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.

8.3 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.

8.4 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.

8.5 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.

8.6 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:

- Tackle prejudice, and
- Promote understanding

8.7 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

8.8 The public sector equality duty considerations are key for the development of our strategy, as well as our Corporate Plan.

8.9 The proposed Culture Strategy will positively contribute to the elimination of discrimination and will advance equality within our communities. The policy focuses on creating opportunities for people in the borough, minimising disadvantages suffered by people, tackle prejudice, reduce inequalities and promote understanding amongst our diverse communities.

8.10 We will have the final EqIA completed when we take this strategy to cabinet in April.

8.11 There are no anticipated negative impacts relating to equality and diversity as a result of what will be in the final strategy. Our priorities intend to have positive impacts and bring communities together, promoting social cohesion and education between different cultures and faiths. This is clear in overarching priority three (Mobilising the potential of culture as a connector) which focuses on promoting equalities and inclusion.

8.12 We also have specific objectives such as *“Work with cultural partners to explore options for making cultural activities accessible to all, irrespective of individual financial circumstances.”* And

“Ensure our cultural activities are tailored to resonate with what Barnet residents from a variety of backgrounds, want to take part in.” to ensure individuals from a variety of backgrounds are included in cultural activities.

8.13 We only anticipate positive impacts on equalities and diversity as part of this strategy. We have liaised with colleagues who are working on developing a new EDI policy and who work on the annual equalities report, to ensure we factor in all EDI considerations, when developing our priorities

9. Background Papers

The Culture Strategy: Progress and priorities

Purpose of this document

This document aims to offer a concise overview of the current trajectory of our cultural strategy and provide members with a clear understanding of our progress in developing this strategy. Additionally, it will provide a summary of the key elements that will comprise the final document.

Members will also gain an insight into how we have incorporated some of the overarching principles of the Administration's 2022 manifesto into the strategy.

Why develop a new culture strategy?

We are in the process of developing a comprehensive five-year cultural strategy, aimed at the celebration, support and enrichment of Barnet's cultural landscape and creative economy. Our goal is to enhance the cultural experiences available to our residents.

This strategy is also being driven by the need to provide support to our creative industries and simultaneously shine a spotlight on the exceptional artists, innovators and cultural talent flourishing in our borough. It doesn't merely acknowledge the intrinsic value and enjoyment offered by the creative sectors but also underscores their far-reaching contributions to society, encompassing economic, social and health aspects. The strategy will also look to enhance Barnet's landscape, by incorporating creative placemaking, such as public art into our town centres and open spaces. Furthermore, the strategy will look to address and tackle the challenges and issues that currently beset the creative industries in Barnet.

The Culture Strategy also looks to celebrate diversity, foster inclusion and recognise the crucial contribution that diversity makes to Barnet's identity. We want this strategy to inspire through learning, by encouraging our communities to showcase their unique cultures. For example, promoting the diverse cuisines that are in the borough. We also want to bring different communities together, enhancing our societal strength in the process. It is also important to showcase the best of Barnet, and the key aspects of Barnet's heritage, from our greenspaces to our museums.

This strategy is for everyone; it is our collective narrative.

Our Plan for Barnet 2023-2026

Our Plan for Barnet 2023 -2026 - Caring for Our Places.

This strategy sits under the Culture, Leisure, Arts & Sports portfolio, held by Councillor Ammar Naqvi.

The corporate vision underlying Our Plan for Barnet 2023 – 2026 is “*Caring for people, our places and the planet*”. A key component within this area is the transformation agenda within the local authority, which looks to get all service areas working together to make life better for local people, improve the quality of local places and enhance overall community well-being. The Culture Strategy will enable this transformation agenda to achieve its ambition by identifying ways of celebrating Barnet as both a community and a destination, with a focus on providing new opportunities for individuals to engage in and enjoy a diverse array of activities within the borough.

The transformation agenda consists of three primary components that will serve as a foundation for the Culture Strategy. In the context of this strategy these are:

1- Destination Barnet

This seeks to make the borough an attractive location for creative industries, and for culturally relevant / significant venues.

2- Discover Barnet

This workstream, showcases existing cultural capital as well as broadcasts the rich heritage of our borough.

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This is a commitment to ensure that we have the tools, opportunities, and advice services available locally to ensure every resident unlocks their potential.

The Community Participation Strategy

Another significant element of Our Plan for Barnet is to embrace collaborative development of our strategies and initiatives in conjunction with our local communities. The Community Participation Strategy published in 2022, describes essential principles for accomplishing this goal and plays a substantial role in shaping the development of our Culture Strategy.

We have been committed to actively involving our local community in every stage of the Culture Strategy’s development, including its creation and design. Our approach prioritises working in partnership with our residents rather than seeking mere approval of our outputs.

One example of how we worked in partnership with our local community, was when developing up a definition of culture. Recognising that culture holds diverse meanings for different individuals, the Council deliberately refrained from providing a specific definition. Instead, we worked with our local community and external steering group to shape what culture was defined as.

- Barnet and Southgate College
- Barnet Borough Arts Council
- Art Against Knives
- Notting Hill Genesis
- Fresh Arts
- A distinguished architect

So far, the external steering group has played a key role in influencing:

- The ambitions of the Culture Strategy
- The timeline of delivery
- The consultation and engagement programme
- The specific priorities that will go into the strategic document.
- The London Borough of Culture Bid.
- The way we work as a group (influencing the principles of co-production).

Over the coming months the group will help shape:

- The written content of the strategy
- The graphic design and look of the strategic document.
- How we communicate and market the strategy

The Culture Strategy and The London Borough of Culture Bid

We have submitted a bid to become the London Borough of Culture for the year 2027. The London Borough of Culture (LBOC) is a year-long celebration of culture, that is integrated into the heart of our communities. It will showcase the best of Barnet through an enjoyable program that highlights the diverse culture our borough has to offer.

The Culture Strategy will play an important role in ensuring we have a clear plan to deliver the best possible LBOC programme for our residents should we win the bid. The Culture Strategy and LBOC bid are closely interconnected. If we are awarded the LBOC, the strategy will guide us in the years leading up to the LBOC to enhance our cultural offerings in preparation for 2027.

Consultation and engagement programme

Over the last few months, we have made significant progress in the development of our strategy. The three key strands of engagement and research that have shaped the strategy are:

- 1- The Audience Agency Research
- 2- External Culture Strategy Steering Group Workshop
- 3- Hemingway Designs Consultation and Engagement Programme

The Audience Agency research

One of the components contributing to the formulation of this strategy is the research conducted by the Audience Agency. They were tasked with producing a foundational dataset of information and insights concerning culture and creativity within the borough. This has been scoped from the perspective of cultural organisations within Barnet. Looking at the challenges they face and their interactions with residents.

The report prepared by The Audience Agency has been appended for you to review.

The Culture Strategy External Steering Group Workshop

We conducted two distinct workshops in collaboration with our external steering group. For these sessions, the group identified four overarching priorities they deemed crucial to address in the strategy. These were:

- 1- Capacity building in the cultural sector
- 2- Placemaking and Cultural Infrastructure
- 3- Culture as a connector (focus on our communities and identity)
- 4- Barnet as a cultural destination (the aspects that make Barnet unique)

The group subsequently undertook the task of highlighting all the significant issues that the borough is confronting in relation to these overarching priorities. This undertaking was of great significance due to the composition of our external steering group, comprising of cultural experts deeply rooted in Barnet's local community. They possess knowledge of the cultural challenges prevailing within the borough.

Hemingway Design Consultation and Engagement Programme

Hemingway Design conducted a consultation and engagement programme to provide valuable input for both the cultural strategy and our London Borough of Culture bid. At the core of this engagement was a survey designed to understand the community's perspective on culture in Barnet. Additionally, a series of workshops were conducted to ensure comprehensive representation from across the borough.

It was conducted in two strands:

1- Adults survey

This survey was responded to by 694 people.

2- Schools survey

This survey was responded to by 732 people.

Meaning overall our surveys reached 1,426 people. This is without taking into account the individual workshops held that also contributed to the strategy.

This engagement was instrumental in establishing an evidence base that either corroborated, questioned or supplemented the findings of the external steering group and previous research. Upon a comprehensive review of this engagement, it not only affirmed the insights derived from our prior research but also enriched our evidence base by highlighting aspects that had been overlooked in other research methods. One such notable aspect was the importance of fostering participation, and the importance of Barnet's "place brand".

The Culture Strategy priorities

The priorities outlined below will serve as the focal points for the Culture Strategy. While the essence of each priority will remain consistent, the wording of individual priorities may undergo changes as we progress through the process.

The external steering group played a key role in identifying what the problems were and how we go about tackling them. They have crafted the priorities in partnership with the council and have had a major say on the content of each overarching priority.

1- Building Capacity and Participation in the Cultural Sector (title to be renamed)

This priority aims to enhance the cultural landscape in the borough by supporting institutions that host cultural activities and fostering increased participation. Survey results indicate an interest (89%) in engaging more in cultural activities, with only 7% feeling they have sufficient opportunities. The need for support was also emphasised by our Audience Agency Research with nearly 50% of organisations surveyed by AA wanting more support with fundraising, advocacy, and organisational development. The external steering group also felt that this was a key issue within the borough.

The following objectives have been formulated from all of the engagement and research conducted and have been approved by our external steering group:

- Enhance council processes and information accessibility for individuals and organisations looking to host a community or art event.
- Assist our cultural organisations with building funding opportunities and increase support for the institutions where cultural activities take place.
- Work alongside our partners to increase network building in the cultural sector.
- Create a long-term group with Barnet Council representatives and external stakeholders to help guide the future of culture in Barnet.
- Partner with the cultural and creative sector to provide more chances for people to enjoy cultural activities in the borough, including attending events and participating in them.
- Collaborate with the cultural and creative sector to establish additional career pathways and support skill development in Barnet's cultural sector.
- Promote unconventional approaches and innovative arts and cultural practices that go beyond traditional creative fields.
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2- Developing Placemaking and Cultural Infrastructure

This priority aims to create new spaces for cultural activities, providing quality venues for creatives to perform and practice in. Additionally, it seeks to use creativity to shape the surrounding landscape. The idea of integrating creative placemaking into both Barnet's town centres and greenspaces was emphasised by the external steering group and echoed in our survey responses. With our external steering group firmly emphasising the need for new spaces for cultural activities to take place, it was felt that there is a shortage in Barnet, and this is holding back individuals from engaging with culture in Barnet.

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- Continue to promote the development of creative placemaking projects in our town centres to enhance their vibrancy.
- Work to explore opportunities for establishing new spaces dedicated to cultural activities.
- Collaborate with stakeholders to identify alternative venues for creative activities, allowing artists to showcase their work in spaces not traditionally utilised for such purposes.
- Work with partners to ensure current cultural venues are utilised to the maximum of their potential.
- Strategically enhance the use of green spaces in the borough to support creative, community and leisure activities.
- Work towards ensuring our cultural venues are accessible to all.

3- Mobilising The Potential of Culture as a Connector (Title to be renamed)

This priority covers multiple facets. Firstly, it aims to cultivate connections among our diverse communities. Utilising events and building networks to unify different cultures, faiths, and beliefs. Thus, fostering sustained social cohesion. Despite advancements in this area, ongoing efforts are required to ensure Barnet is recognised as an inclusive borough that celebrates diversity (52% of respondents agreed that we currently are seen as inclusive).

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- Utilise cultural events, such as music, dance and food-based gatherings, as a means to bring together diverse cultures.
- Hold more intergenerational events and activities that connect people from different ages.
- Promote increased utilisation of libraries for events, allowing them to be used as neutral spaces that bring together diverse cultures.
- Work with partners to increase the number of individuals participating in interfaith/interculture based work and networks that help facilitate community cohesion.
- Ensure our cultural activities are tailored to resonate with what Barnet residents from a variety of backgrounds want to take part in.

4- Accelerating Barnet's Identity as a Cultural Destination (title to be renamed)

This priority seeks to position Barnet as a cultural hub by improving the promotion of our cultural assets and activities in the borough. According to our adult survey, 54% of respondents expressed a lack of sufficient information about things to do in Barnet. Additionally, 45% of respondents indicated they did not know a lot about Barnet's history. Addressing this information gap is a key part of this priority. While this priority also seeks to establish Barnet's brand association with a diverse cultural offering.

The following objectives have been formulated from all of the engagement and research conducted, and have been approved by our external steering group:

- Address information gaps by regularly assessing the effectiveness of communications to ensure residents are well-informed about the various activities and events in Barnet.
- Raise awareness and promote Barnet's history and heritage.
- Collaborate with residents to explore and learn about the history and heritage of Barnet directly from them, aiming to gather new insights and information on Barnet's history.
- Promote heightened acknowledgement of our green spaces, underscoring their role in shaping life in Barnet.
- Strengthen Barnet's "place brand", ensuring that Barnet is a place where residents living in the whole borough can connect to.
- Market Barnet as a place where aspiration can be realised.

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This priority has been shaped by insights from our school, college, and upper education survey, as well as input from the external steering group. The findings highlighted key areas for focus. For instance, in response to the question "In the last 12 months, which of these activities have you taken part in or visited inside Barnet?" 8 out of 12 options had 6% or less of young people indicating they had engaged in the activity in Barnet. Conversely, for the same activities outside of Barnet, 11 out of 12 had 6% or above, with 9 out of 12 categories having at least 20% of respondents stating they had participated in the activity outside of Barnet.

While our final strategic document will include more insights from our young persons survey, the ultimate goal is to inspire young people to enhance their engagement with cultural activities in Barnet. We also aim to collaborate with partners to contribute towards unlocking the potential of young individuals.

The following objectives have been formulated from all of the engagement and research conducted, and have been approved by our external steering group:

- Work with our partners such as Barnet and Culture for Youth to diversify the cultural activities being offered at schools.
- In collaboration with our partners, reduce the barriers that prevent schools, colleges, and universities from being able to engage with certain cultural activities.
- With our partners, increase the number of young people taking part in cultural activities in Barnet as opposed to leaving the borough.
- Alongside our cultural and creative sector, increase the number of young people leading cultural and creative sessions for their peers and empower them to get involved in co-producing the sessions.
- Evaluate how we communicate and reach young people, ensuring that we engage with them to understand their views and that our messaging is reaching them effectively.

- Work with our educational partners to ensure creative talent is being retained in the borough.
- Ensure there is linkage with the Barnet's 2021 – 2024 Education Strategy, and where priorities align, work collaboratively to achieve them

6- Cultivating Culture to Enrich Society (title to be renamed)

An important consideration in many culture strategies is utilising the influence of culture to bring about broader societal benefits, both for the public and in how Barnet Council functions as an organisation. This theme has been emphasised in both our internal service area workshop and our external steering group, underscoring the importance of using this strategy to generate wider social value for Barnet. This section aims to connect culture with broader aspects outlined in Our Plan for Barnet 2023 – 2026, promoting a coordinated approach within the Council.

- Work with our cultural and voluntary sectors to attain our goal of achieving net zero in Barnet by 2042.
- Increase resident participation from all backgrounds and cultures in the electoral process, combatting residents growing disaffection with democratic institutions.
- Connect with Barnet's public health bodies, ensuring culture plays a role in contributing to the health and wellbeing of our residents.
- Maximise opportunities for attracting inward investment in the borough by strategically utilising cultural events and activities.
- Coordinate with different Council service areas to implement the principles of the Culture Strategy into their own plans.
- Nurture and grow an internal culture network that unites various Barnet Council service areas, fostering collaboration and idea-sharing to contribute to our cultural plans.
- Incorporate the principles and priorities of this strategy into Barnet Council's working environment, ensuring staff understand how this strategy impacts their roles and work practices.

Delivery of the strategy

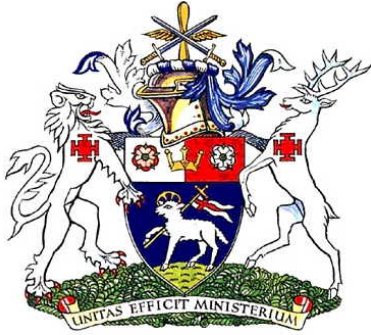
We will highlight the short-term actions that will help achieve our objectives in the final strategic document, ensuring that residents can see the direct impact of the strategy straight away. We also plan to create a detailed action plan following the publication of the strategy. This plan will highlight specific actions to achieve the objectives outlined in our strategic document. While this approach is still pending formal agreement, it doesn't negate the inclusion of some actions within the main document.

Timeline of delivery for The Culture Strategy

Below, you will find the timeline for delivering this strategy. It delineates the various milestones we must achieve before finalising this strategy. This strategy must be prepared by **21 March** for submission to undergo our internal cabinet approval process.

The Culture Strategy timeline of delivery





AGENDA ITEM 10

**Overview and Scrutiny
Committee**

Title	Chief Finance Officer Report – 2023/24 Q3 Financial Forecast and 2023/24 Budget Management
Date of meeting	23 January 2024
Report of	Executive Director of Strategy & Resources
Wards	All
Status	Public
Urgent	No
Appendices	Annex A – Report to Cabinet 6 February 2024
Officer Contact Details	Anisa Darr – Executive Director of Strategy & Resources (Section 151 Officer) Anisa.Darr@barnet.gov.uk Dean Langsdon – Assistant Director of Finance Dean.langsdon@barnet.gov.uk

Summary

The terms of reference of the Overview & Scrutiny Committee and Sub-Committees includes: “Performance Review - to receive selected monitoring reports (including KPI, financial performance and risk information) in relation to internally and externally delivered services” and that they may “review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas.”

Attached at Annex A is a report which will be considered by Cabinet on 6 February 2024 which contains a summary of the council’s revenue and capital forecast outturn for the financial year 2023/24 as at quarter 3 (31 December 2023).

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

Recommendations

That the Committee consider the contents of Chief Finance Officer Report – 2023/24 Quarter 3 Financial Forecast and 2023/24 Budget Management report attached at Annex A and identify area which they wish to scrutinise in-depth or refer to the Cabinet (if any).

1. Reasons for the Recommendations

- 1.1 1.1. The terms of reference of the Overview & Scrutiny Committee and Sub-Committees (Council Constitution, Part 2B, Terms of Reference of Committees and Sub-Committees includes: “9.2.6 Performance Review - to receive selected monitoring reports (including KPI, financial performance and risk information) in relation to internally and externally delivered services” and that they may:
- “9.4.1.1 review and scrutinise the decisions made by, and performance of, the Executive, Portfolio Holders and/or Committees and Council officers both in relation to individual decisions and over longer periods of time;
- 9.4.1.2 Review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas.
- 9.4.1.3 require the attendance of and question Members and chief officers about their decisions and performance, or in relation to particular decisions, initiatives or projects;
- 9.4.1.4 make recommendations to the Executive and/or appropriate Committee and/or Council arising from the outcome of the scrutiny process;”
- 1.2 As set out in the report attached at Annex A.

2. Alternative Options Considered and Not Recommended

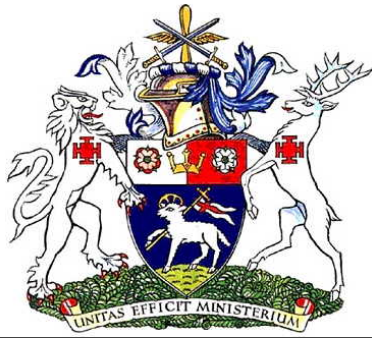
- 2.1 None

3. Post Decision Implementation

- 3.1 If the Committee identify any areas that they wish to scrutinise in-depth then Scrutiny Officers may request that a report be presented to a future meeting of the Committee and that the relevant Cabinet Member and officer attend to answer questions on the issues raised. The Committee may also choose to make a referral to Cabinet or the relevant Cabinet Member.
- 3.2 Following consideration of the report, the Committee may, in accordance with the following Committee Procedure Rules:
- 38.2.2 Make reports or recommendations to Full Council or the Cabinet with respect to the discharge of any functions which are the responsibility of the executive.
- 38.2.4 Make reports or recommendations to Full Council or the Cabinet with respect to the discharge of any functions which are not the responsibility of the executive.
- 38.2.6 Review or scrutinise the performance of anybody carrying out any function on behalf of or in partnership with the Council.
- 3.3 Committee Procedure Rule 40 details how the Cabinet and/or Council will deal with matters referred from the Overview and Scrutiny Committee or Sub-Committees.

4. Corporate Priorities, Performance and Other Considerations
<p>Corporate Plan</p> <p>4.1 As set out in the report attached at Annex A.</p> <p>Corporate Performance / Outcome Measures</p> <p>4.2 As set out in the report attached at Annex A.</p> <p>Sustainability</p> <p>4.3 As set out in the report attached at Annex A.</p> <p>Corporate Parenting</p> <p>4.4 As set out in the report attached at Annex A.</p> <p>Risk Management</p> <p>4.5 As set out in the report attached at Annex A.</p> <p>Insight</p> <p>4.6 As set out in the report attached at Annex A.</p> <p>Social Value</p> <p>4.7 As set out in the report attached at Annex A.</p>
5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)
5.1 As set out in the report attached at Annex A.
6. Legal Implications and Constitution References
6.1 Constitution references relating to Overview & Scrutiny Committees and Sub-Committees are detailed in sections 1.1, 3.2 and 3.3.
6.2 Constitution references relating to Cabinet are as set out in the report attached at Annex A.
6.3 No are no specific legal implications.
7. Consultation
7.1 As set out in the report attached at Annex A
8. Equalities and Diversity
8.1 As set out in the report attached at Annex A
9. Background Papers
9.1 None

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Annex A

Cabinet

Title	Chief Finance Officer Report – 2023/24 Quarter 3 Financial Forecast and 2023/24 Budget Management
Date of meeting	6th February 2024
Report of	Leader of the Council and Portfolio Holder for Resources & Effective Council
Wards	All
Status	Public
Key	Key
Urgent	No
Appendices	n/a
Lead Officer	Anisa Darr – Executive Director of Strategy & Resources (Section 151 Officer) Anisa.Darr@barnet.gov.uk Dean Langsdon – Assistant Director of Finance Dean.langsdon@barnet.gov.uk

Summary

This report contains a summary of the council's revenue and capital forecast outturn for the financial year 2023/24 as at quarter 3 (31 December 2023).

The revenue budget projected outturn position reports an overspend of £19.763m this is a reduction in the overspend of £6.059m from quarter 2, net of reserve adjustments.

The council's capital programme expenditure forecast outturn for 2023/24 is £371.93m; this is a variance of £53.178m against the budget, due largely to the reprofiling of project expenditure in line with expected project delivery timelines (see section 4)

This report contains information on the level of debt and the top 10 debtors as at 31st December 2023 and any subsequent updates that Cabinet needs to be aware of that impact the debt position.

Recommendations

That Cabinet notes:

- 1. The forecast outturn for 2023/24 against the Council's revenue budget;**
- 2. The current use of reserves,**
- 3. The expenditure against capital budgets in the year;**
- 4. The current debt position.**

1 Summary

1.1 This report sets out the council's forecast outturn position for the 2023-24 financial year as at quarter 3 (31 December 2023)

For the General Fund:

- Overall, **£19.763m projected overspend**, a reduction of £6.089m from quarter 2.
- This is after a projected overall net contribution to reserves of **£9.373m**. This figure is comprised of a £10.734m drawdown from earmarked reserves to support service areas and a £20.107m *contribution* to capital reserves for Community Infrastructure Levy (CIL) receipts. More detail on the forecast reserves position can be found in para 2.6.

1.2 Rising demand for services against a backdrop of rising inflationary costs in the sector continues to be a financial challenge to the authority. Several areas are presenting acute financial risks, during 2023/24 and over the current MTFS period including the following (further detail in section 2):

- RE returning services income challenges
- Social Care Placement costs (demographics, complexity, market shaping, Health funding challenges)
- Your Choice Barnet care home operational losses (during period of major refurbishment works)
- Increase in Temporary Accommodation demand
- Special Educational Needs Transport – increased costs of delivering service.
- Car Parking income and Controlled Parking Zone implementation (changes in behavioural patterns and delays)
- Unaccompanied Asylum Seeking Children costs
- High inflation and rising interest rates for households, businesses and the council, impact on services both universal and targeted.

1.3 Officers are focusing on the key financial risks highlight above, in addition to the 2023/24 budget, via the monthly monitoring process and the introduction of a Financial Sustainability Board which reports on recovery plan actions and service demand mitigation.

1.4 There are opportunities for additional income realisation and cost mitigation which are being explored, alongside possible efficiencies identified via the Transformation Strategy. Currently this forum has identified in excess of £6.8m of cost mitigation.

1.5 Officers continue to seek opportunities for cost reduction including working with the Local Government Association and regional partners and are also assessing the impact of new technology on service delivery. The council now has a robust approach to vacancy management.

1.6 The use of un-ringfenced grants has been scrutinised during quarter 3 monitoring preparation and has resulted in an application of grant being brought in to the accounts, which has helped mitigate the overspend being reported. This is one-off funding.

2 Forecast Outturn

Context

2.1 There are a number of national and local factors driving the reported overspend 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) is 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: Growth in numbers of people needing care and support, due to population change and the impact of the pandemic on people's needs, Barnet has 300 more clients receiving care and support from the council now compared to a year ago. Barnet have seen significant growth in the numbers of people with learning disabilities that are supported. Also, an increase in older people with dementia and frailty.
- Adults Social Care: Since 2019, Barnet has had hospital discharges that are 30% higher than the London average, where statistics show that Barnet is now the 2nd highest in London (887/100k, London average: 687/100k). This has driven further increases in use of homecare and reablement; 80% of all reablement starts from hospital discharge and 60% of all people using home care have been through the discharge process. This has had an ongoing effect on the pressures Barnet face since 2019 as many of those people remain in the system. Whilst the council receives some additional funding from central govt in the form of the discharge fund, it is not enough to meet the costs incurred by the council.
- 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.

- Returning Services : Services returned to the council previously under contract with Capita have led to some pressures, principally relating to under achievement of income where the shortfall was previously guaranteed by Capita. There have been some cost pressures, principally relating to enrolment of staff into the LGPS. Staff have worked hard to maximise income and mitigate cost pressures, leading to a reduction of 25% on the initial pressure upon transfer in.
- It is important to note that an extension to the previous Capita contract for DRS provision was estimated to cost the council c.£4.0m per annum, post removal of the GI element and before assessing any impact of the pandemic. The estimated financial impact of returning services to the council was reported at a slightly lower level. Overall there was a reported potential financial benefit, per annum, from returning the services in-house. ([Committee Report \(moderngov.co.uk\)](#)).
- The equivalent financial pressure on the council's budgetary position at quarter 3 is reported at £5.3m, which predominately relates to continued income challenges.

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

Areas of focus	Expected mitigation	
	2023/24 £m	2024/25 £m
<u>Placements reviews</u> : Review of high cost packages in both Adults and Childrens Social Care;	(1.000)	(1.500)
<u>Adults Social Care</u> : More effective care purchasing	(0.300)	
<u>Adults Social Care</u> : Enablement	(0.325)	
<u>Adults Social Care</u> : Transitions/ supported living negotiation	(0.025)	
<u>Adults Social Care</u> : Fees and Charges	(0.280)	
<u>Adults Social Care</u> : Direct Payment recouping (18-25)	(0.150)	
<u>Adults Social Care</u> : Sheltered plus	(0.050)	
<u>Adults Social Care</u> : Assistive Technology ~ contract + preventative tech	(0.250)	
<u>Your Choice Barnet (YCB)</u> : reviewing the YCB operational model to transform it to eliminate operational losses;	(0.500)	(2.000)
<u>Parking</u> : undertaking an operational cost review and considering a capital bid for Controlled Parking Zones implementation;	tbc	(1.427)
<u>Family Services</u> : <u>SEN Transport</u> : review increased use of Personal SEN Travel budgets for children who require SEN support;	(0.200)	(0.800)
<u>Family Services</u> : <u>Independent Foster Agency</u> reduction in placement duration assumptions from 36 weeks to 33 weeks	(0.321)	0.000
<u>Family Services</u> : <u>Increase and optimise In House Foster placements</u>		(0.200)
<u>Family Services</u> : <u>UASC under 18s</u> - additional grant income due to NTS scheme,	(0.240)	0.000
<u>Family Services</u> : maximise tri-partite funding for Childrens to pay for in-house provision	(0.200)	
<u>Family Services</u> : <u>vacancy management</u>	(0.045)	
<u>Family Services</u> : <u>reduction in remand placements</u>	(0.140)	
<u>Family Services</u> : <u>grant maximisation</u>	(1.300)	
<u>Review operating / income model</u> : for Highways, Planning & Regulatory Services	(1.121)	(1.280)
<u>Assurance - vacancy management</u> . Income review in Pest control and Licencing	(0.400)	
Other mitigating actions underway include: <ul style="list-style-type: none"> • Housing Benefit overpayment recovery; • Maximise debt recovery; • Maximising the Housing Benefit subsidy claim; • Council Tax income maximisation (direct debits and collection); • Business Rates income maximisation; and 	tbc	tbc

- Review of capital programme: to explore the impact on financing costs of re-assessing projects in the capital programme.
- Finance vacancy management

TOTAL	(6.847)	(7.207)
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2.3 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;
- 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.

Overview

2.4 The overall forecast outturn position at quarter 3 for revenue expenditure is a £19.763 overspend against an approved budget of £368.818m.

Table 1: Forecast Outturn 23-24

	2023-24 Budget	Quarter 3 (Forecast outturn before reserves)	Reserves applied	Quarter 3 Forecast outturn after reserves	Quarter 3 variance after reserves	Quarter 2 variance	Movement
	£m	£m	£m	£m	£m	£m	£m
Communities, Adults and Health	135.573	155.780	(1.899)	153.882	18.309	17.339	0.970
Children's Family Services	81.515	86.369	(0.860)	85.508	3.993	5.108	(1.115)
Customer and Place	62.947	53.185	16.150	69.336	6.389	7.373	(0.984)
Assurance	12.014	13.134	(1.092)	12.042	0.027	-	0.027
Strategy & Resources	57.130	53.421	0.709	54.130	(3.000)	(4.000)	1.000
Public Health	19.609	20.524	(0.870)	19.654	0.046	0.003	0.043
Transformation	0.029	2.795	(2.765)	0.029	-	-	-
Sub-total	368.818	385.208	9.373	394.581	25.823	25.823	(0.059)
<i>Un-ring fenced grant application</i>	-	(6.000)	-	(6.000)	(6.000)	-	(6.000)
Sub-total	-	(6.000)	-	(6.000)	(6.000)	-	(6.000)
Total at Month 9	368.818	379.208	9.373	388.581	19.763	25.823	(6.059)

*Includes £20.107m top-up to capital receipts reserve for Community Infrastructure Levy (CIL) receipts

2.5 Table 2 provides details of the key movement in variances between quarter 2 (30th June 23) and quarter 3 (31st December 23).

Table 2: Q2 to Q3 Movement in Variance

Service Areas	Quarter 3 variance after reserves	Quarter 2 variance	movement	Commentary
	£m	£m	£m	
Communities, Adults and Health	18.309	17.339	0.970	<p>Movement related to increased pressures in Adult Social Care. There are increases in placement numbers in Nursing, Residential, Supported Living and Homecare whilst costs are increasing across the board due to complexity and the market charging increased costs for new placements over and above inflation rates.</p> <p>Whilst the in-year recovery plan is showing positive results and increases have slowed since the start of Q3, with the trend on new activity and cost having improved in the last month, there remains risk in the operating environment and therefore the potential for the position to worsen. The changes in the forecast result from continued increased demand for care, especially for more complex needs, partially offset by additional funds received from the NHS.</p> <p>The forecast contains a 2% adjustment for estimated growth for remainder of the financial year. Given that demand could increase over the winter period, this allowance may not be sufficient. Mitigations being put in place to address this include: higher levels of authorisation for all post-discharge care packages and securing additional funds for winter from the ICB. Cems and Crems has an adverse movement of £0.250m from M6 due to a revised income forecast.</p>
Children's Family Services	3.993	5.108	(1.115)	Favourable movement due to recovery plan mitigations including the reduction in SEN transport forecast costs £0.450m, the extension of the Virtual School Headteachers grant £0.100m, and the maximisation of migrant families grant £0.975m, which is partly offset by continued pressure in childrens social care.
Customer and Place	6.389	7.373	(0.984)	<p>The variance from month 6 is primarily driven by a favourable movement within Street Scene. This is due to the receipt of a significant rebate on the non-household controllable charge for 2022-23 and a timing difference on the application of parking enforcement contract cost indexation against the full year budget provision.</p> <p>The favourable variance includes fuel contingency being reduced based on market prices being more favourable than anticipated, recruitment delays to vacant posts, The impact of fees and charges uplift and increased levels of on-street enforcement issuance.</p>
Assurance	0.027	-	0.027	£0.050m overspend in Regulatory Services net of a £0.023m underspend across the service mainly due to staff vacancies.
Strategy and Resources	(3.000)	(4.000)	1.000	<p>A £1m adverse movement reflects the following:</p> <ul style="list-style-type: none"> > decrease in Contingency for items removed from planned drawdowns (£1.m) > Housing Benefit Subsidy is only claimable for temporary accommodation at 90% and landlords are charging rates over LHA rates, this has resulted in a £2.0m pressure net of any recovery plan action subject to legal advice.
Public Health	0.046	0.003	0.043	Pressure relates to SHaW team - fully staffed including shortfall in budget transferred from RE; and a lower-than-expected forecast income from schools
Un-ring fenced grants	(6.000)	-	(6.000)	Application of Migrant Families Grant - post commitment review
Transformation				
	19.763	25.823	(6.059)	

Reserves

2.6 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 'earmarked' reserves, where the spending objective is 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). Earmarked reserves are usually held by specific services, while general reserves are held corporately.

2.7 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.

2.8 The forecast outturn reserves position is shown in the table below:

Table 3 Forecast Reserves at 31 March 2024 **

	Balance at 31 March 2023	In year Expenditure	Reserve movements	New Reserves Raised	Net Movement 2023/24	Balance at 31 March 2024
	£'000	£'000	£'000	£'000	£'000	£'000
Capital - Community Infrastructure Levy	24,699	-14,670	0	20,107	5,436	30,136
Revenue implications of capital	3,569	0	0	0	0	3,569
Total Capital Reserves	28,268	-14,670	0	20,107	5,436	33,705
Public Health	1,603	-720	0	0	-720	882
Dedicated Schools Grant	9,711	-2,916	0	1,823	-1,093	8,618
Special Parking Account	1,311	0	0	0	0	1,311
Earmarked Revenue Grants	5,503	-2,215	0	749	-1,465	4,038
Brent Cross Designated Area S31	13,449	0	0	0	0	13,449
Insurance	2,768	-1,100	0	0	-1,100	1,668
Council tax and NNDR smoothing	2,822	-2,822	0	0	-2,822	0
Total Ringfenced Reserves	37,167	-9,773	0	2,572	-7,200	29,966
Housing Benefits	0	0	0	0	0	0
Local Welfare Provision	4,084	0	320	0	320	4,404
Covid-19 Recovery	0	0	0	0	0	0
Service Specific Revenue Reserves	14,737	-2,289	-680	3,190	220	14,957
Climate change	1,543	-816	0	0	-816	727
Council Tax Rebate	0	0	0	0	0	0
Transformation Reserve	6,177	-3,017	6,000	0	2,983	9,160
Residents Support Fund	2,369	-790	0	0	-790	1,580
Financial Resilience Reserve	32,356	-2,354	-5,640	0	-7,994	24,361
Total Committed Reserves	61,266	-9,266	0	3,190	-6,077	55,190
Total Earmarked Reserves	126,701	-33,709	0	25,869	-7,841	118,861

** Excluding any drawdowns to support 23/24 overspend.

Table 4 Reserves Reconciliation to table 1

Reconciliation	Net Reserves Usage
	£m
General Fund Reserves (aligned to table 1)	9.373
DSG Reserve	-1.093
Capital Reserves	-13.298
Council Tax and NNDR Smoothing Reserve	-2.822
Total at Quarter 3	-7.841

Savings

2.9 The budget for 2023/24 includes planned savings of £11.199m; of which £9.435m of these savings are forecast to be achieved.

Table 5: Forecast Savings Delivery 2023-24

Service Area	Savings target 2023-24	Savings Achieved	(Gap)/Over to plan	Service area gap
	£m	£m	£m	
Communities, Adults & Health	(2.841)	(2.805)	(0.036)	1.27%
Children and Family Services	(0.784)	(0.634)	(0.150)	19.13%
Customer and Place	(2.721)	(1.266)	(1.455)	53.48%
Assurance	(0.055)	(0.055)	0.000	0.00%
Strategy & Resources	(4.797)	(4.675)	(0.122)	2.55%
Total	(11.199)	(9.435)	(1.764)	15.75%
Percentages	100.00%	84.25%	15.75%	

2.10 The gap in savings delivery in Communities, Adults & Health of £0.036m relates to Cafes and Biodiversity Net Gains being delayed in delivery. Any pressure is being contained within the overall budget.

2.11 The gap in saving delivery in Children and Family Services - Potential additional income generated through the new Parenting Hub is more than unlikely to be achieved as the ability to sell the service to other local authorities has not been mobilised.

2.12 The gap in savings delivery in Customer and Place:

- £0.750m – Parking: A review of services and policies to ensure a consistent, fair approach to improving traffic. Fundamental service review is being undertaken to determine new 'norms' and projected future incomes based on new travel and parking patterns and behaviours, as M3 this saving will not be achieved.
- £0.355m - Efficiencies across the Commercial Estate. Pressures on utilities, the need to extend leases associated with on-going capital programmes, and the need for unexpected reactive repairs across the estate have meant this is not fully achievable. An ongoing review of reactive repairs and review of leases are being conducted continuously to manage this pressure going forward.
- £0.176m - Housing Acquisitions through Open Door Homes, increasing the housing supply for use as Temporary Accommodation, and reducing TA costs. Savings are not fully achievable, as increased interest rates from Public Works Loan Board borrowing mean the business case on acquiring properties is becoming more challenging. The Barnet Group are working with council officers to review options to mitigate this pressure going forward.
- £0.100m - Centralising IT estate, based on ability to capitalise laptop costs - unachievable as current interest rates will prevent additional borrowing, as the increase in capital costs mean the approach is no longer viable.
- £0.050m Review of the winter maintenance routes and rounds with the move to new depot facilities. Potential to reduce by 2 rounds from the current configuration and remain statutory compliant. Development of Salt Barn at Oakleigh Road will not deliver prior to commencement of '23/24 winter season, as at M6 this saving is not forecast to be achieved.
- £0.025m - Improved Management of Skips placed on public highway £0.025m of the total £0.050m saving is forecast to be achieved. Full adoption of the legislation is expected to take place by November therefore this saving is forecast to be part achieved this year and full year affect will be in 2024/25.

2.13 The gap in savings delivery in Strategy and Resources of £0.122m is related to planned increased recovery of housing benefit overpayments. This is at risk due to potential overspend relating to temp and short-term accommodation where the capped subsidy paid by DWP does not meet full rental costs.

Risks and opportunities

2.14 During this financial year several overall (corporate) and service-specific risks have been identified which will continue to have a potential financial impact.

2.15 Adults and Health

- Demographic - Activity continues to rise, an assumption has been built into 23/24 forecasts, but actuals and cost, particularly for new placements has already exceeded estimates, especially with the continuation of significant discharges from hospital. The service has seen a shift towards more complex care packages which has resulted in a higher average unit cost of care.
- Provider Market inflation - Market conditions continue to present a risk; the forecast includes an assumption on care provider rate inflationary uplifts at the inflation offer of c6-7% for 23/24 but there are still some outstanding negotiations with a small number of large providers.
- YCB - The operating losses presenting last financial year have continued into 23/24 whilst major refurbishment works are underway on the two care homes, which is resulting in additional costs.
- Continued workforce pressure - The previous two financial years have seen a significant impact on demand which has led to pressures in the workforce. There is no extra one-off funding available in 23/24 apart from specific one-off reserve funding for Debt Recovery Team and Prevention and Wellbeing. Staffing costs are being closely monitored to minimise cost pressures as much as possible.
- Health Joint Funded Packages - Reconciling packages earmarked as joint health funded continues to be a challenge. Work is ongoing continuously with health partners to agree a position.
- The service is attempting to mitigate any further rises in costs above current projections by:
 - Reviewing large packages of care that may be eligible for NHS funding.
 - Robust negotiation with providers on rates
 - Optimal use of the enablement offer
 - Higher levels of authorisation for post-discharge (from hospital) packages of care

2.16 Children's and Family Services

- The cost pressure on placements continues as the number of children and young persons with complex mental health needs and complex behavioural needs requiring solo provision and Deprivation of Liberty has increased. The number of children and young persons with suicidal ideation and self-harm in solo provision currently being supported (and financially projected) is 6. Court delays continue to have a negative impact and whilst the levels of complexity of these looked after young people was in the past considered rare or needs were met by other agencies, it is projected that the cost pressure is ongoing into 2023/24. There is also the impact of residual pressure in Placements after the non-pay inflation funding allocation.

2.17 Customer and Place

- The direct impact of the cost-of-living crisis has seen an upwards trend in TA numbers over the last few months, with this demand expected to rise. Early forecasts are showing a significant increase in demand in 23/24. The pressure has so far been contained through one-off existing and additional homelessness grant and Homes for Ukraine grant. However, there is a risk of additional in-year and future pressures.
- There are also supply-side pressures which will need to be managed:
 - The removal of properties from the private rented sector by landlords.
 - Increasing interest rates and the cost of borrowing impacting council capital programmes which are focused on increasing the supply of affordable homes. The 2023/24 savings are at risk, where they relate to TA cost avoidance through increasing the housing supply.
 - Market forces applying upwards pressure to the costs of TA, making it more difficult for the council to secure affordable, good quality housing.

- Competition for TA accommodation and reduced supply has resulted in the use of more expensive accommodation to manage increased demand in last few months
- The Estates service conducts monthly reviews of the outstanding commercial debt. This could lead to subsequent write-offs of income related to prior years. The level of outstanding debt will again be reviewed quarterly.
- Pressures across the estate, from utilities, the need to extend leases associated with on-going capital programmes, unexpected reactive repairs across, and fire safety and other legislation, requiring the council to bring buildings up to regulatory standards.

2.18 Strategy and Resources

- Risk around potential overspend relating to temp and short-term accommodation where the capped subsidy paid by DWP does not meet full rental costs. Note an assumption for this pressure has now been reported in quarter 3.

3. Ringfenced funding

3.1 Housing Revenue Account (HRA)

The HRA budget has been set in line with the 30-year business plan and approved by Full council March 2023.

The service-related elements of the HRA are forecasted to be £0.523m favourable to budget. This is an adverse movement of £2.720m to M6. The favourable is offset by a corresponding charge of £0.523m in RCCO (Revenue contribution to Capital Outlay). The £0.523m underspend is comprised of:

- £4.076m favourable - The dwelling rent income is currently showing as significantly favourable, the budget is subject to an adjustment by the next report and should show a more accurate variance on dwelling rent, related to lower void rates.
- £2.200m favourable – Service & other Charges are projected to exceed budget due to HRA tenants paying higher amounts for gas and electricity costs.
- Some of the variance is also attributable to the income from Affinity, a financial partner.
- £3.538m favourable - Our treasury department has projected to earn £3.538m from short-term investing of HRA cash held at the bank.
- £1.191m favourable – This is mainly due to £1.190m insurance reimbursement for fire damage repair costs at Willow House in FY19/20.
- The projections include demolition costs of the recently fire-damaged properties at Moss Hall Grove of £0.607m. Another insurance claim will fund these costs, hence it is likely to have a null impact on the accounts.
- £1.000m favourable Provision for bad debts – This is primarily due to the Water rates provision expected to be released due to passing statute barred dates.
- Offset by;
- £3.038m adverse- The budget is likely to be exceeded, with the projected Debt Expense (interest costs) higher by £3.038m. This is primarily due to un-budgeted, but anticipated borrowings in the third quarter of this financial year. The un-budgeted borrowings are to fund the purchase of 249 units at Colindale Gardens.
- £5.588m adverse variance on Repairs and Maintenance, some of this variance is subject to an adjustment to the budget to be updated by the next report. The remaining adverse variance is due to higher repair and associated costs driven by damp and mould claims from our tenants.
- £1.906m adverse - Increase in Other costs. This is mainly due to the following:
 - 0.971m of additional costs due to further increases in market costs for gas and electricity
 - £0.871m of Council Tax costs that have been unpaid for a significant amount of time. The dispute arose due to inaccuracies in the information held by the Revenue Team for multiple properties including tenanted, demolished, and sold ones. To resolve the debt situation in Revenue, HRA will pay the amount owed and continue to work towards obtaining refunds once each matter is dealt with.

- £0.741m projected costs for leaseholders' services, including legal fees, RTB services, and feasibility study on Moss Hall Grove.

There are on-going risks associated with the 30-year HRA business plan.

- Interest rates on borrowing increasing to c.5%. This may impact the financial affordability of capital programmes in future years. The council's treasury team are considering options for borrowing in line with need.
- Rent-setting for council dwellings and temporary accommodation is historically set at CPI+1% and communicated to tenants in February of each year. The proposal for 2024/25 will be in line with the rent policy of September 2023 CPI plus 1%.
- Meeting Fire Safety and other regulatory requirements are likely to add further financial pressure on the HRA, as the cost of raw materials and availability of skilled labour continue to drive costs higher than the level of rent inflation.
- High levels of disrepair claims and associated legal costs.
- Fuel/ Vehicle costs – insurance and fuel costs are continuing to rise.
- Impact of proactive approach to assisting with Damp and Mould issues across the estate

Table 6: HRA Forecast Outturn position

HRA - Revenue	22/23 Outturn	2023/24 Budget	Month 9 Actuals	Reserves Applied	Month 9 Forecast Outturn after reserves	Month 9 Variance after reserves	Movement
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Dwelling Rent	(52,578)	(51,734)	(37,244)	-	(55,810)	(4,076)	(300)
Non-Dwelling Rent	(1,069)	(1,021)	(728)	-	(956)	65	65
Service & Other Charges	(6,628)	(7,491)	(6,442)	-	(9,691)	(2,200)	(781)
Other Income	(317)	(227)	(1)	-	(119)	108	-
Housing Management	20,624	21,763	19,217	-	21,993	229	229
Other Costs	1,647	804	813	-	2,709	1,906	370
Internal recharges	3,082	2,776	18	-	3,304	528	528
Repairs & Maintenance - Mgt Fee	9,743	9,540	7,155	-	15,128	5,588	5,588
Repairs & Maintenance - Non Core	0	-	(1,191)	-	(1,191)	(1,191)	-
Provision for Bad Debt	942	1,185	-	-	185	(1,000)	(1,000)
Regeneration	688	-	(239)	-	21	21	21
Debt Management Expenses	11,520	11,568	-	-	14,606	3,038	-
Interest on Balances	(2,434)	(62)	(3)	-	(3,600)	(3,538)	(2,000)
HRA Controllable (Surplus)/Deficit	(14,782)	(12,897)	(18,644)	-	(13,420)	(523)	2,720
Depreciation	12,683	12,703	-	-	12,703	-	-
RCCO	1,998	-	-	-	523	523	(2,720)
HRA Capital Charges	14,681	12,703	-	-	13,226	523	(2,720)
HRA (Surplus)/Deficit	(100)	(194)	(18,644)	-	(194)	(0)	(0)

The projected HRA reserve is £4.314m, an increase of £0.194m from the opening reserve of £4.120m.

Table 7: HRA Forecast Outturn - Reserves

Service Area	B/Fwd	Revenue Movement	Depreciation & RCCO	Forecast Funding for Capex CFR	C/Fwd
	£'000	£'000	£'000	£'000	£'000
HRA Reserve	(4,120)	(13,420)	13,226		(4,314)
Major Repairs Reserve	(2,000)		(13,226)	13,226	(2,000)
HRA Reserves	(6,120)	(13,420)	-	13,226	(6,314)

3.2 Dedicated Schools Grant (DSG)

- At M9, the DSG forecast outturn is a surplus of £1.823m on business-as-usual activities. This is outlined in Table 7.
- For 2023-24, the final allocation for Barnet DSG after recoupment is £265.806m.
- The growth fund is forecast to underspend after agreed funding of £0.394m for Hasmaneian High School for Boys and £0.169m for Underhill against the budget of £1.761m.
- The underspend of £0.625m against individual schools budget is due primarily to timing differences in repayment of cash advances previously paid to a number of schools experiencing cash flow difficulties.

Table 8: DSG Forecast Outturn

	2022-23 Outturn	2023-24 Budget (Final Allocation)	2023-24 Forecast Outturn after reserves applied	2023-24 Variance
	£m	£m	£m	£m
Expenditure				
Schools Block:				
Individual Schools Budget	152.267	160.196	159.571	(0.625)
ESG Retained Funding	0.700	0.700	0.700	0
Growth fund	0.384	1.761	0.563	(1.198)
Central School Services	2.344	2.369	2.369	0
Sub-total	155.695	165.026	163.203	(1.823)
Early Years Block	29.181	31.390	31.390	0
High Needs Block	60.975	69.390	69.390	0
Sub-total	90.156	100.780	100.780	0
Grand Total	245.851	265.806	263.983	(1.823)
Income				
DSG Income	(250.692)	(265.806)	(265.806)	
DSG Balance	(4.841)	0	0	(1.823)

- The DSG reserve brought forward balance into 2023-24 was £9.711m. The schools' forum has agreed to use up to £1.000m of reserves to fund the Hong Kong & Afghanistan Refugees joining our schools in Barnet, of which £0.213m was spent in 2022-23 and the remaining balance of £0.787m is planned to be utilised in 2023-24. In addition, a further £1.000m is earmarked for therapies (High Needs) and £1.129m of Early Years is confirmed and subject to DfE clawback.

Table 9: DSG Forecast Outturn - Reserves

DSG reserves	B/Fwd	Use of Reserve	Top up Reserve	Net Use of Reserves	C/Fwd
	£m	£m	£m		£m
DSG Reserve	(9.711)	2.916	(1.823)	1.093	(8.618)
DSG Reserves	(9.711)	2.916	(1.823)	1.503	(8.618)

3.3 Public Health Grant

- The Public Health Grant of £18.915m is forecast to overspend by £0.604m. This is to be funded by a drawdown from the Public Health ring fenced reserve. The variance mainly relates to one off use of the Public Health Reserve for Prevention projects and some demand led costs offset partially by underspends in support costs.
- A further £0.116m is forecast to be drawn down from Public Health Reserve to cover other one-off items in Public Health cost centres funded from General Fund.

Table 10: Public Health Forecast Outturn

Service Area	2023/24 Budget	2023/24 forecast	Variance	PH Reserve applied	Variance after Reserves
	£m`	£m	£m	£m	£m
Public Health Grant	18.915	19.520	0.604	(0.604)	0.000
Total	18.915	19.520	0.604	(0.604)	0.000

- The Public Health Grant Reserve carried forward from 2022/23 is £1.602m. The projected drawdown required as noted in 3.9 and 3.10 is £0.720m which would leave the reserve with a balance of £0.882m at end of 23/24 financial year.

Table 11: Public Health Grant Forecast Reserve position

Reserves use	Reserve at start of 2023/24	Use of Reserve	Reserve c/fwd to 2024/25
	£m	£m	£m
Public Health Reserve	1.602	(0.720)	0.882

Special Parking Account

- Income received from parking charges is paid into a Special Parking Account (SPA) to comply with legislative requirements. Any surplus is appropriated into the General Fund at year end. The act requires any surplus to be spent on specified traffic and highways management objectives. The table below illustrates the forecast outturn position for the SPA and the appropriation to the general fund. The SPA forecast outturn for 2023-24 is a shortfall of £2.932m.
- Parking contravention trends remain volatile with on-street enforcement reporting increased levels of issuance during this period but conversely, moving traffic contraventions and bus lane PCN recovery rates have reduced slightly, there has been an improvement across other parking work

streams. It appears the increased prevalence of working from home, flexible working arrangements and ongoing cost of living issue continue to have an impact on travel and parking patterns.

- A fundamental review of the council's CPZ programme has now concluded, and capital bid submitted was approved by the Capital Strategy Board. The revised programme will be delivered over four years.

Table 12: Special Parking Account Forecast Outturn

SPA Accounts	2023-24 Budget	Estimated 2023-24 Outturn	
	£m	£m	£m
Income	Budgeted SPA Account	M9 Forecast Outturn	M9 Variance
Penalty Charge Notices	(13.727)	(11.085)	2.642
Residents Permits	(3.232)	(3.747)	(0.515)
Pay & Display	(3.725)	(4.049)	(0.324)
CCTV Bus lanes	(1.110)	(0.886)	0.224
Total Income	(21.794)	(19.768)	2.026
Operating Expenditure (running costs)	8.262	8.552	0.291
Net Operating Surplus	(13.532)	(11.215)	2.317
Appropriation to General Fund	(13.532)	(11.215)	2.317

4. Capital Programme

Capital Programme 2023-2028

- The council has a significant capital programme across both the General Fund and the Housing Revenue Account (HRA). Capital projects are considered within the council's overall medium to long term priorities, and the preparation of the capital programme is an integral part of the financial planning process. This includes taking account of the revenue implications of the projects in the revenue budget setting process.

Forecast Outturn

- The net slippage/acceleration reported at quarter 3 (31st December 23) was £26.915m with £27.585m spend being slipped out of the 2023/24 financial year into future periods and £0.670m accelerated into 2023/24.
- As the council progresses through the financial year, estimates of slippage and accelerated spend will become more accurate. As such, any capital financing adjustments will be presented to Cabinet with outturn adjustments undertaken by the Chief Financial Officer at year end, in accordance with financial regulations.
- The breakdown of net slippage and acceleration by Directorate is shown below:

Table 12: Capital Programme net slippage and acceleration

Directorate	2023/24 Budget	2023/24 Forecast	Variance from Approved Budget	Expenditure to date
	£m	£m	£m	£m
Adults and Health	13.600	11.900	(1.700)	3.788
Children's Family Services	10.007	9.463	(0.544)	6.031
Assurance	1.576	1.567	(0.009)	0.968
Customer and Place	160.728	126.991	(33.738)	61.985
Brent Cross	52.908	41.333	(11.575)	12.925
Strategy & Resources	8.330	8.330	0.000	0.000
General Fund Programme Total	247.150	199.585	(47.566)	85.698
HRA	178.021	172.408	(5.613)	109.584
Grand Total	425.171	371.993	(53.178)	195.281

Communities, Adults and Health – The underspend mainly relates to Greenspaces Development Project and Barnet Playing Fields, the budget for which is to be reprofiled into 24/25.

Children's and Family Service – The slippage to be re-profiled is due to Education and

Social Care projects, the latter being the solo provision project which is experiencing difficulties in securing a long-term property.

Customer and Place – Overall net slippage of £33.738m.

- Housing General Fund:
 - ODH Acquisitions- £3m slippage - reflecting end of 500 Acquisition programme and waiting Cabinet approval to start new ODH acquisitions.
 - Sage nearly £5m slippage into 24/25 based latest construction costs estimates.
 - GF Small Sites £0.715m deletion to be replaced with new programme
- Growth and Regeneration – General:
 - Depot Relocation – re-profiling of c£0.4m into 24/25 for residual works then a budget deletion of £8.5m pending scheme review.
 - ICT Strategy £0.496m re-profiling – based on Capita SPIR costs profiled spend.
 - Development Portfolio £2.7m re-profiling – mainly due to £1.52m Investment Partnership fees budget re-profiled into next year.
 - Milesplit Cemetary Works £0.122m re-profiling – due to planning committee decision requirement being possibly delayed to Jan 2024.
 - Family Friendly Hub £0.401m re-profiling – due to spend being re-profiled into 24/25.
 - The Barnet Loop £0.190m re-profiling – due to spend being re-profiled into 24/25.
 - Connected Places - £0.164m slippage due to staff changes and recruitment being slower.
 - The Town Centre capital budget has now been reduced to £18m over three years.
 - The Burroughs Hendon – the reason for the reduction in the Hendon Hub forecast is due to the deletion of the budget in line with the property review board, Full Business Case to be resubmitted in 2024.
- Highways Non TfL reporting slippage of £3.719m:
 - £2.248m slippage is within Strategic CIL programme made up of £0.913m is expected to slip on the Flooding and Drainage Programme, with additional slippages identified for Footway Relay, Signs and Lines and Brent Cross Carriageways and Footways.
 - The NRP Programme is forecasting a £0.598m acceleration, from the 2024/25 budget. this is mostly driven by higher Rubber Crumb costs – for both DLO and TKJV. The NRP Fees & Other Works budget is forecasting a £230k overspend which is driven by salary recharges. £0.256m were

received from DFT as part of the 'Network North' Road Maintenance allocation. This amount will be used to part-fund the NRP programme and reduce the overall borrowing burden.

- £2.069m slippage in Highways Improvement programme. These are a series of S106 funded projects, including works for Ark Academy. The majority of these works will not take place in 2023/24 and the budget will slip into the next financial year.
- Environment and Climate Change:
 - £2m against Grahame Park community facilities. Construction costs for the new Colindale Health Centre (Colindale Community Facilities) are expected to be incurred in the next financial year, with only a small amount being spent on Consultancy Costs in 2023/24. The delay is due to a dispute over rent costs between developer Redrow and the ICB, which is delaying the project.
 - £2.858m slippage against Colindale Station Works
- Street Scene:
 - Vehicles - £0.600m slippage due to delay in vehicle procurement.
 - Jolt Town Centre EV Project – £1.400m deletion due to external funding.
 - Trojan Phase 2 EV Project – £2.402m deletion due to external funding. Project to be fully completed this financial year.
- Parking and Infrastructure:
 - Moving Traffic Cameras – £0.352m slippage due to identifying site allocations.

Assurance – The capital programme is expected to be on budget for 2023/24.

Brent Cross – The Brent Cross capital programme is currently projecting re-profiling expenditure of £11.575m at M9 for 2023-24. The re-profiling all relates to aligning appropriate budgets into future financial years.

- BXC – Funding for land acquisitions – The forecast at M9 for 2023-24 identifies a need for re-profiling expenditure of £0.446m into 2025-26. The majority of the reprofiling relates to an updated legal expenditure profile.
- Brent Cross West – The forecast at M9 for 2023-24 identifies re-profiling expenditure of £5.421m into 2025-26. This relates to a redesign within the Geron Way Highways work package and pausing new expenditure requirements on the Geron Way Waste Transfer Station, whilst an alternative option is explored.
- Critical Infrastructure – The forecast at M9 for 2023-24 identifies accelerating expenditure of £0.178m into the current financial year. This relates to the latest expenditure forecast on the demolition costs for Whitefield Estates.
- BXT Land Acquisitions - The forecast at M9 for 2023-24 identifies a need for re-profiling expenditure of £5.886m into 2024-25. This relates to a prudent forecast acquisition profile of the remaining properties to be vested, likely resulting in an overlap into the new financial year.

HRA - The Housing Revenue Account is forecasting reprofiling of £5.613m into future years. The key areas to note are: Reprofiling of: £2.2m Colindale Gardens into 24/25, £10.7m realignment Acquisitions Phase 3 programme into 24/25 offset by acceleration of expenditure within the current financial year £2.9m Carbon Neutral Works and £4.2m Neighbourhood Works.

As the council progresses through the financial year, estimates of slippage and accelerated spend will become more accurate. As such, any capital financing adjustments will be presented to Cabinet with outturn adjustments undertaken by the Chief Financial Officer at year end, in accordance with financial regulations.

The funding for the capital programme is set out below:

Table 13: Financing of the Proposed Capital Programme

Directorate	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing (MEEF*)	Borrowing (PWLB)	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Adults and Health	5.448	0.875	0.139	0.000	5.292	0.000	0.146	11.900
Children's Family Services	8.752	0.131	0.100	0.000	0.268	0.000	0.213	9.463
Assurance	0.000	0.000	0.000	0.000	1.567	0.000	0.000	1.567
Customer and Place	38.091	1.272	3.517	0.000	6.212	1.700	76.198	126.991
Brent Cross	33.309	0.000	0.000	1.011	0.000	0.000	7.012	41.333
Strategy & Resources	0.000	0.595	0.000	0.000	0.000	0.000	7.735	8.330
General Fund Programme	85.601	2.873	3.756	1.011	13.339	1.700	91.305	199.584
HRA	20.945	3.550	26.401	16.258	0.000	0.000	105.253	172.408
Total Capital Programme	106.546	6.423	30.156	17.270	13.339	1.700	196.558	371.992

The table below shows the five-year forecast for the overall programme:

Table 14: Five Year Forecast of the Capital Programme

Directorate	Programme Budget	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	Programme Forecast	Additions/Deletions
	£m	£m	£m	£m	£m	£m	£m	£m
Adults and Health	41.662	11.900	21.381	8.380	0.000	0.000	41.662	0.000
Children's Family Services	37.340	9.463	16.623	5.431	5.821	0.000	37.339	(-0.001)
Assurance	1.745	1.567	0.178	0.000	0.000	0.000	1.745	0.000
Customer and Place	342.338	126.991	114.688	52.517	26.397	11.186	331.779	(-10.558)
Brent Cross	86.460	41.333	10.831	34.296	0.000	0.000	86.460	(-0.000)
Strategy & Resources	12.595	8.330	3.899	0.366	0.000	0.000	12.595	(-0.000)
General Fund Programme Total	522.139	199.585	167.600	100.991	32.218	11.186	511.580	-10.558
HRA	378.246	172.408	98.164	48.099	39.478	20.097	378.246	(-0.001)
Grand Total	900.386	371.993	265.764	149.090	71.695	31.283	889.826	-10.559

5. Revenues and debt

Collection Fund – Council Tax (based on latest available information)

For the purposes of this report, current year information has been compared against 2019-20, 2020-21, 2021-22 and 2022-23. This is to allow a visible comparison from pre-pandemic through to current period.

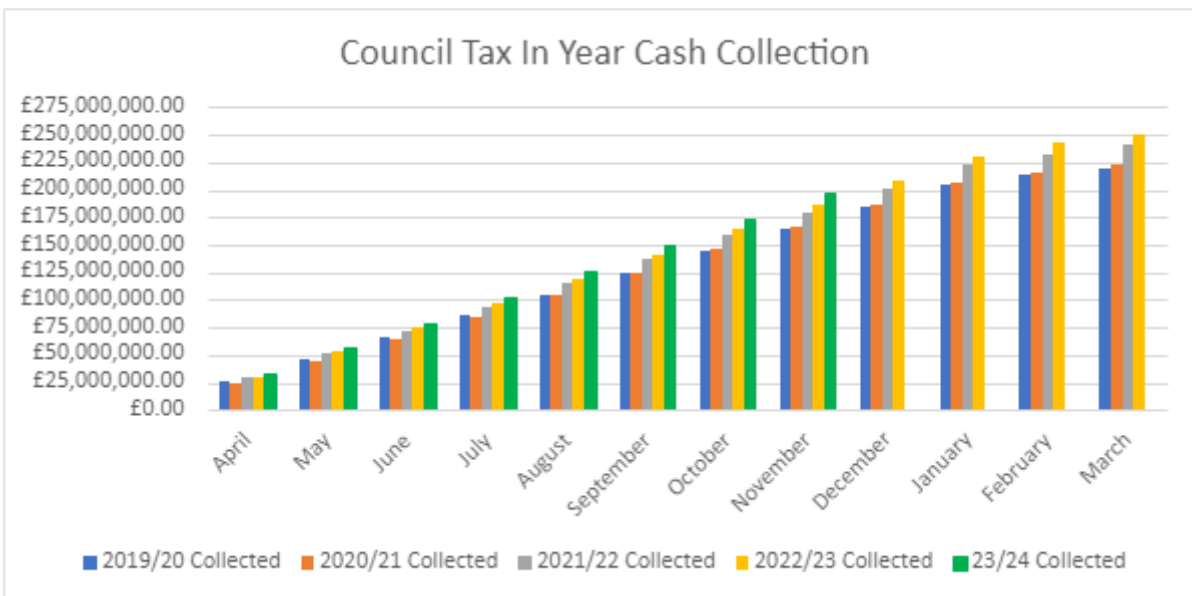
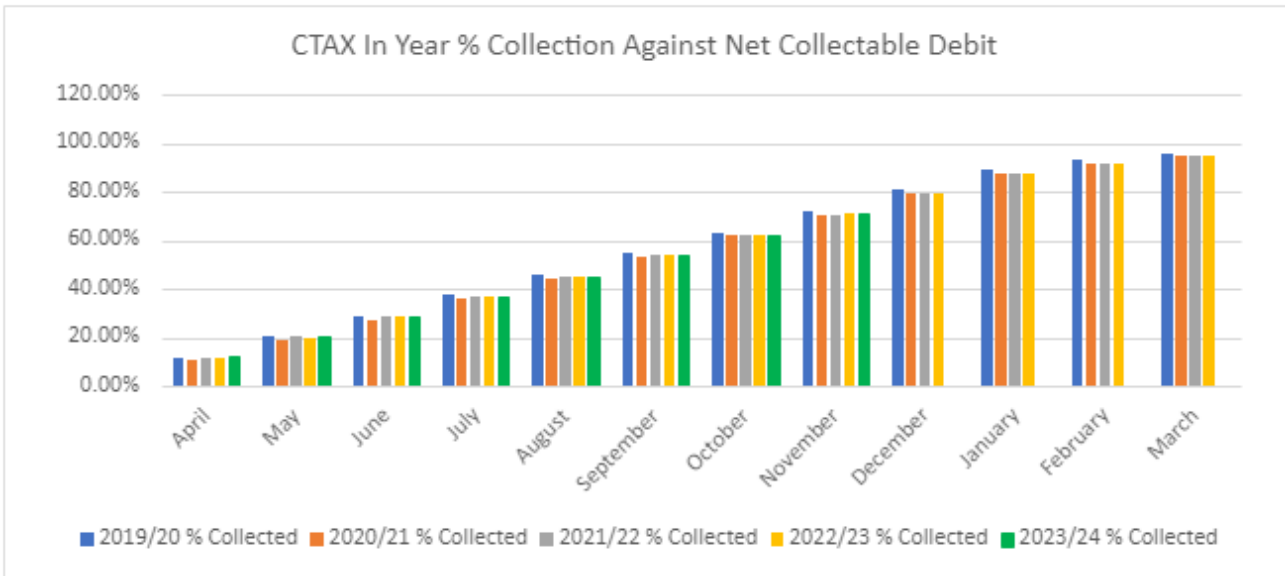
The collection rate in November 2023 is 70.71%, a decrease of 0.09% compared to 2022, an increase of 0.05% compared to 2021, an increase of 0.10% compared to 2020 and 1.06% lower than 2019 (pre-pandemic).

In cash terms, the current collection level is £10.722m higher than November 2022, £17.907m higher than 2021, £31.896m higher than 2020 and £33.341m higher than 2019 (pre – pandemic).

There has been an underlying recovery impact from COVID-19 in Council Tax, however the council’s tax base has improved through additional completions and there is not expected to be an adverse pressure on the Collection Fund arising from the tax base.

Council Tax Support expenditure forecast for November is £0.125m below budget.

The charts show the comparison of collection rates and cash values since 2019/20 (pre-pandemic).



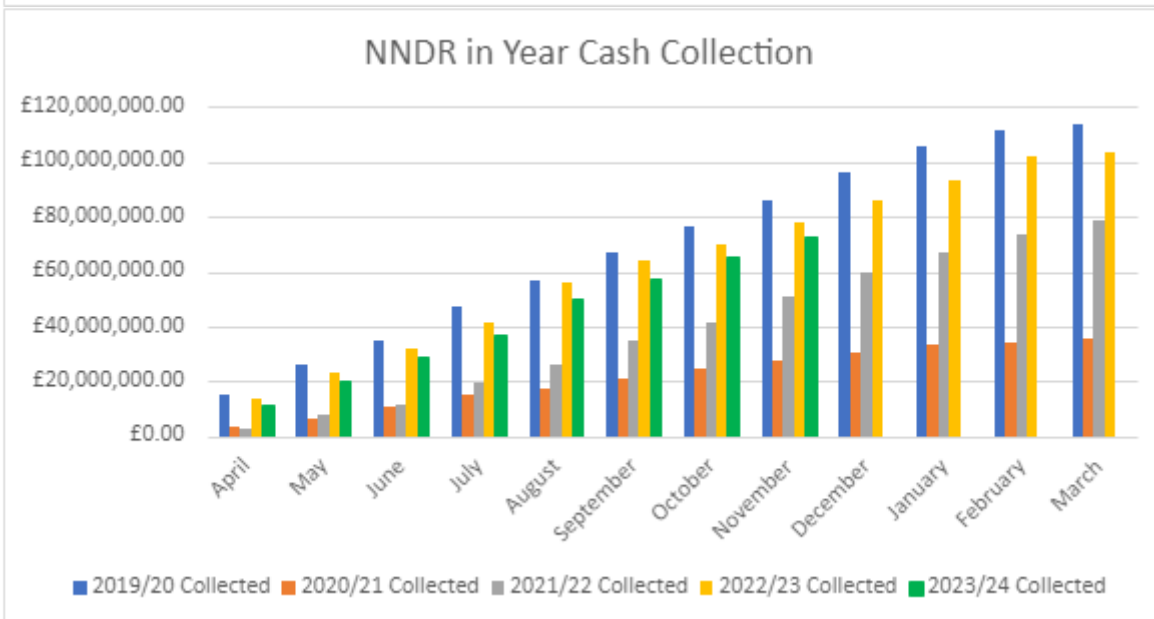
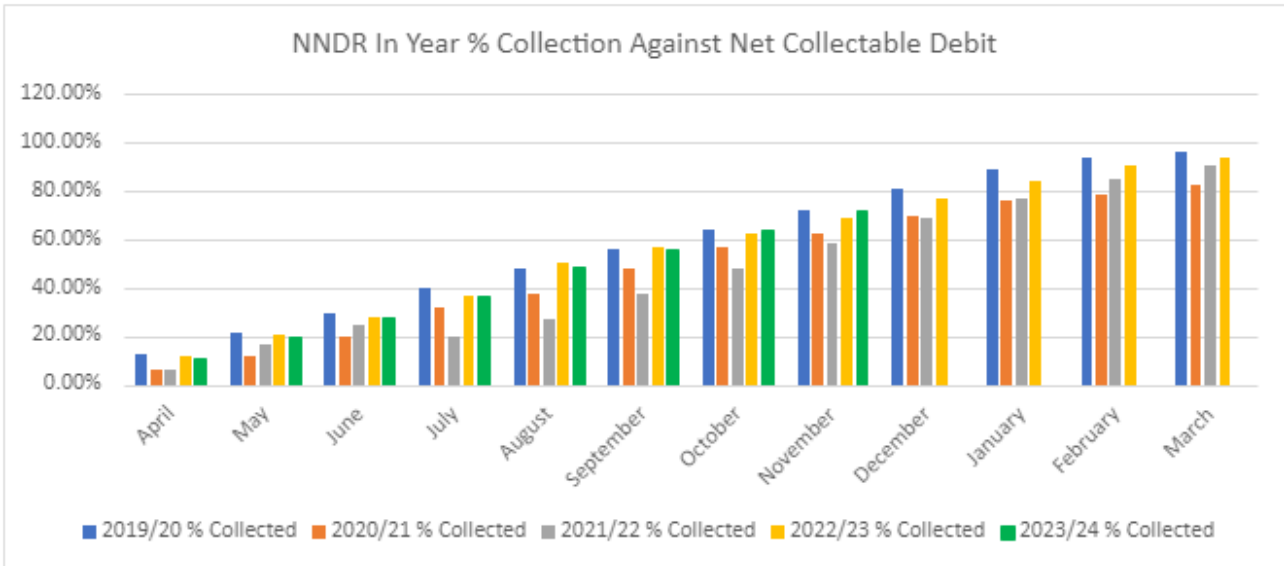
Collection Fund – Business Rates

The Business Rates collection rate in November 2023 is 71.90%, an increase of 2.76% compared to 2022, 13.56% increase compared to 2021, 9.50% increase compared to 2020 and 0.18% higher than 2019.

In cash terms, the current collection level is £4.874m lower than November 2022, £21.873m higher than 2021, £45.473m higher than 2020 and £13.055m lower than 2019.

The cash collection is impacted by the Net Collectible debit (NCD) in each year. In November 2023, the NCD is £11.088m lower than 2022 which is why we have seen a reduction in cash collected between these years.

The charts below show the comparison of collection rates and cash values since 2019-20 (pre-pandemic).



Emergency Financial Support for Residents

Emergency support is in the form of Discretionary Housing Payments (DHP), Discretionary Council Tax Discounts (S13A) and Resident Support Fund (RSF) payments.

- DHP awards as at end of November 2023 are £0.895m and we are forecasting that we will spend 100% of Governments funding in this area which is £1.475m
- S13A awards as at end of November 2023 are £0.285m and we are currently forecasting an annual spend of £0.428m.

- RSF awards as at the end of November 2023 are £0.402m and we are currently forecasting an annual spend of £0.603m

Court Costs

November 2023 court costs awarded are £1.544m which is 10.9% lower than 2022.

Court costs collected as at end of November 2023 are £0.827m which is 20.7% lower than 2022

The current budgeted income forecast is not expected to be impacted by the reduction in costs awarded.

- Housing Benefit Overpayments (HBOP)

Housing Benefit Overpayment Collection at the end of November 2023 is £1.697m. This is 5.77% higher than 2022.

From the current forecasted income in this area, it is expected that the budget target of £2.645m will be met for 2023/24.

Sundry Debt

Between November 2023 and December 2023 overall debtors increased by £6.233m (£2.521 not yet overdue). It should be noted that this information is a snapshot as at that date and the overall position varies.

Table 15: Aged Debt Analysis as at 31 December 2023

Debtor	Not Overdue £m	Up to 30 days £m	30 - 60 days £m	60 - 90 days £m	Over 90 days £m	Total Debt £m
Month 9	4.637	5.667	4.160	6.061	25.223	45.748
Month 8	2.116	5.882	6.553	0.285	24.679	39.515
Movement	2.521	-0.215	-2.393	5.776	0.544	6.233

The table below gives detail of the top ten individual debts by debtor, totalling £31.719m.

Table 16: Top Ten Debtors 31 December 2023

Top Ten Debtors 30 November 2023						
Debtor	Total Debt £m	Not Overdue £m	Up to 30 days £m	30 - 60 days £m	60 - 90 days £m	Over 90 days £m
NHS NORTH CENTRAL LONDON ICB	29.403	2.053	4.491	3.826	5.393	13.640
THE FREMANTLE TRUST	1.359	0.000	0.000	0.000	0.000	1.359
NHS England	0.216	0.000	0.216	0.000	0.000	0.000
Mechinah Golders Green LTD	0.143	0.000	0.000	0.000	0.000	0.143
NHS North Central London CCG	0.141	0.000	0.000	0.000	0.000	0.141
COMMUNITY FOCUS INCLUSIVE ARTS	0.118	0.000	0.000	0.000	0.006	0.112
MEADOWSIDE RES. CARE HOME	0.095	0.000	0.000	0.000	0.000	0.095
NHS Haringey Clinical Commissioning Group	0.085	0.000	0.000	0.000	0.000	0.085

Signature Dining	0.084	0.000	0.000	0.000	0.000	0.084
Just Like Home Ltd	0.075	0.000	0.000	0.000	0.000	0.075
Total	31.719	2.053	4.707	3.826	5.399	15.734

There is a significant class of debt relating to Adult Social Care client contributions. At the end of period, the level of total debt related to individuals who receive adult social care services was £11.358m, of which £2.808m relates to Deferred Payment Arrangement (DPA) Debt accounts. Of the remaining £8.550m, £4.955m relates to debts prior to 23/24, which is steadily being reduced as the Debt Project team continue to investigate all ongoing debt cases. The team has recovered a total of £2m so far in 23/24 as well as securing £0.8m worth of DPA debt against individual properties.

NHS NCL ICB: There is an ongoing dialogue with service area and ICB colleagues concerning the remaining balance. Of the £30m outstanding:

- £6.5m raised in the last few weeks and not yet due
- £8.9m will be paid in January 24 (confirmation from ICB)
- £7.7m is being cleared for payment (confirmation from ICB)
- £4m of invoices are in the process of being checked by the ICB

£2.5m of invoices are currently being actively disputed.

The legal situation with The Fremantle Trust, which includes Meadowside Care Homes, has progressed, a settlement resolution is about to be finalised with the debtor and will be concluded by year end.

Affinity Water payment received £824,088.53. Balance outstanding £85,853.88.

Property services are currently working with HBPL around the sale of the land associated with the Mechinah Golders Green Ltd debt. The repayment of this debt is included within the negotiations. Completions anticipated 15/03/2024.

Community Focus Inclusive Arts debt is being progressed by the service area who are seeking resolution.

The service area is still to progressing the Signature Dining debt.

6. Treasury & Liquidity

The council adopted its current Treasury Management Strategy Statement (TMSS) at Full Council in February 2023. This Cabinet is being presented with an updated TMSS for recommendation to Full Council as part of the Business Planning 2024-2030 paper.

At the end of the period, the council held £48.2m in short-term investments with an interest rate spread from 5.39% to 5.80%, averaging 5.30% yield. £18.2m is invested in same-day money market funds (MMF) with the balance of £30m in fixed term deposits with maturity dates of less than 1 year.

The above spread of investments is in line with the market offering higher yields on longer-term deposits and the organisation being sufficiently liquid at the time of placing the fixed term deposits, however the council's expenditure has been higher than expected through the year to date, so the treasury team has been active as a borrower in the short-term inter-local authority market to help manage its cashflow.

During 2023, the council did not breach its authorised limit for external borrowing (£919.873m) that were agreed in the 2023/24 TMSS, however the operational boundary (£819.873m) has been passed which is permitted, whereas the authorised limit is a statutory limit that must not be breached. The treasury team has recommended an increase to these indicators to recognise revisions to the council's capital programme and Cabinet is recommending to Council that this is agreed in January.

Since 1 April 2023, the council has borrowed £150m of loans from the Public Works Loan Board (PWLB). Total long-term borrowing totals £834.1m of which £62.5m is Lender Option Borrower Option (LOBO) loans where the lender option is next due in 2024. The remaining £771.6m is long-term borrowing from the PWLB.

The council is monitoring progression of its capital programme and interest rates as there is a need to increase its external borrowing to finance capital projects scheduled to be progressed this year. Consideration is being given to both current and forecasted gilt yields, as these dictate the current cost of borrowing and the refinancing costs respectively, to optimise the costs of financing the capital programme. The market is expecting interest rates to fall over the course of the next 12-months although the position is very sensitive to inflation reports and other economic data. Where rates are expected to fall, it may make sense to borrow over shorter time horizons while rates are high and then refinance after rates have eased off.

The council had previously fixed forward borrowing at low rates in 2020/21 and 2021/22, however the council is now operating in a significantly higher interest rate environment. The treasury team's timing of borrowing will be tied more closely to the agreement of new projects and the time the cash is required to avoid any additional cost of carry.

As the council's overall interest payments has increased significantly in the past three financial years, any additional projects included in the capital programme that are to be financed through borrowing will require additional budget to be allocated to the capital financing budget allocation. There is only a partial year impact of long-term borrowing taken in 2023/24 that affects the treasury interest payable budget due to the timing of loans being agreed, whereas from 2024/25 onwards, the full year interest cost associated with the new borrowing will need to be met.

The council is also exploring taking borrowing through the Mayor of London Energy Efficiency Fund (MEEF). Borrowing terms through MEEF are significantly more favourable than borrowing via PWLB. The use of MEEF funds needs to be earmarked to projects that demonstrably reduce emissions / improve energy efficiency.

The treasury team has projected forward its cost centre (broadly Interest payable less investment income receivable plus other expenses (bank charges / fees) to 2030. This analysis suggests that, based on the current capital programme, expenditure on the treasury cost centre may increase substantially which would create additional pressures on the council (to the extent these costs are not budgeted for or offset through other savings in services). This analysis has been shared with the team pulling together the MTFS.

The treasury team has also raised awareness that use of historical reserves (including capital receipts and grants unapplied) will likely increase our external borrowing need as reserves are generally backed by "internal borrowing", used to finance historical capital expenditure, rather than cash. This means that when reserves are utilised the internal borrowing needs to be converted to external borrowing. There is a financing implication of this that may create further pressures. The treasury team is building use of reserves into its long-term and current year forecasts.

As cash balances reduce, day-to-day liquidity needs to be more actively managed. Over August, the council experienced net cash out-go of £36m. This necessitated the council borrowing £20m from other Local Authorities on a short-term basis. The council has further borrowed £40m during October to manage liquidity and is likely to need to borrow significantly before the year-end to reflect capital expenditure and use of reserves.

7. Post Decision Implementation

None

8. Corporate Priorities, Performance and Other Considerations

Corporate Plan

This supports the council's corporate priorities as expressed through the Corporate Plan 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

None in the context of this report

Sustainability

None in the context of this report

Corporate Parenting

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.

Risk Management

Regular monitoring of financial performance is a key part of the overall risk management approach of the council.

Insight

Whilst not specifically applicable to this report, insight is used to support the future financial forecasts including risks and opportunities highlighted for 2023/24 in this report through activity drivers and place-based understanding.

Social Value

No application to this report

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

This report considers the forecast outturn position of the council at the end of the financial year.

10. Legal and Constitutional References

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 calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.

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.

The council's Constitution, Article 7 Part 2D sets out the function of Cabinet. The Cabinet is responsible for the following functions:

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

- Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the Council's Policy Framework and implementing those approved by Council;
- Approving policies that are not part of the policy framework; 3.
- Management of the Council's Capital Programme;

The council's Constitution, Part 4A sets out the financial regulations part 2.5.4 states that the relevant committee (for example, Licensing and General Purposes Committee) or Cabinet can approve in-year changes to fees and charges subject to them being reported to Council and any requirements relating to public consultation and equality impact assessments being undertaken

11. Consulting and Engagement

N/a

12. Equalities and Diversity

Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties, they are not duties to secure a particular outcome. Consideration of these duties should precede the decision. The statutory grounds of the public sector equal duty are found at section 149 of the Equality Act 2010 and are as follows:

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

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

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

- remove or minimise disadvantages suffered by persons who share relevant protected characteristic that are connected to that characteristic.
- 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.
- encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

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

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

Tackle prejudices and promote understanding.

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

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

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.

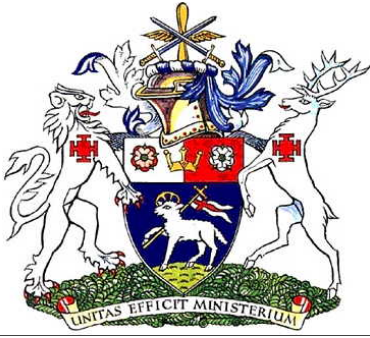
Progress against the performance measures we use is published on our website at: www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

Background Papers

13.

None

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Overview and Scrutiny Committee

Title	Task and Finish Groups Update
Date of meeting	23 January 2024
Report of	Overview and Scrutiny Manager
Wards	All
Status	Public
Urgent	No
Appendices	Appendix A –Task and Finish Groups Update Appendix B – Agreed Task and Finish Groups
Officer Contact Details	Faith Mwende, Overview and Scrutiny Manager Faith.mwende@barnet.gov.uk

Summary

This report provides an update on progress made to date by the ongoing Task and Finish Groups established by the Overview and Scrutiny Committee and Sub-Committees (Appendix A).

Appendix B is a list of the Task and Finish Groups agreed by the Overview & Scrutiny Committee and Sub-Committees at the start of the year and the current status.

Recommendations

1. That the Overview and Scrutiny Committee notes and comments on the updates on all Task and Finish Groups in progress.
2. That the Committee comments on the programme of Task and Finish Groups and on the list of future topics.

1. Reasons for the Recommendations

- 1.1 Part 3C (52) of the council's Committee Procedure Rules outlines the options for Overview and Scrutiny Committees and Sub-Committees to appoint Task and Finish Groups:

“Overview and Scrutiny Committees may conduct reviews via informal Task and Finish Groups but the findings must be reported back to the relevant Committee or Sub-Committee. In conducting Task and Finish Groups they may also ask people to attend to give evidence at their meetings.

Task and Finish Groups will be carried out in accordance with the principles set out in the Protocol for Member/Officer Relations in Part 5 of the Constitution.

Following any Task and Finish Group review, a report will be submitted to the relevant Committee or sub-committees for onward submission to the Executive.”

1.2 The progress of current Task and Finish Groups are outlined in Appendix A.

The Task and Finish Groups agreed by the Overview & Scrutiny Committee and Sub-Committees at the start of the year which have not yet commenced are set out in Appendix B.

2. Alternative Options Considered and Not Recommended

2.1 None in the context of this report.

3. Post Decision Implementation

3.1 The 2023-2024 scrutiny topics for review were decided at meetings of the Overview and Scrutiny Committee and Sub-Committees in June/July 2023 (See Background Papers)

3.2 Part 3C (52) of the council’s Committee Procedure Rules states that following any Task and Finish Group review, a report will be submitted to the relevant Committee or sub-committees for onward submission to the Executive.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

4.1 The Overview and Scrutiny Committee work programmes and proposed Task and Finish Group topics include suggestions and input from Councillors, officers, members of the public, community groups and the voluntary sector.

The input of executive members, senior officers, and external partners will all assist scrutiny Members to effectively fulfil their role as critical friends constructively challenging decision makers. [CfGS 2022]

4.2 The work programme should reflect the Council’s priorities and should be targeted on issues where scrutiny can add real value. Good practice guidelines for setting overview and scrutiny work programmes state that if scrutiny is to be effective in driving service improvement and making a real difference to outcomes for local people, its work programme must be:

- Informed by the priorities and concerns of local people.
- Led by scrutiny members.
- Manageable and realistic
- Integrated effectively with corporate budget-making and strategic planning and policy setting processes and add value in contributing to the achievement of the Council’s corporate objectives.

- Reflect a proactive approach to driving service improvement, rather than being simply reactive in response to decisions of the Executive.

4.3 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 issues of concern.

Corporate Performance / Outcome Measures

4.4 This item measure how “We act on concerns of local residents and involve them in decision making.”

Sustainability

4.5 None in the context of this report.

Corporate Parenting

4.6 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. This is especially relevant for the work programme for the children and education sub-committee.

Risk Management

4.7 None in the context of this report.

Insight

4.8 Insight data and evidence will be used to support scrutiny reviews on the work programme.

Social Value

4.9 None in the context of this report.

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

5.1 A dedicated team supports the Overview and Scrutiny function, and the Task and Finish Groups 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 Council’s Constitution Part 2B – Terms of Reference and Delegation of Duties to Committees and Sub-Committees of the Council,

10.1.1 states that the Committee will 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.

6.3 Part 3C (52) of the Committee Procedure Rules [here](#) outlines the authority given to Overview and Scrutiny Committees and Sub-Committees to appoint Task and Finish Groups:

Overview and Scrutiny Committee may conduct reviews via informal Task and Finish Groups but the findings must be reported back to the relevant Committee or Sub-Committee.

Task and Finish Groups will be carried out in accordance with the principles set out in the Protocol for Member/Officer Relations in Part 5 of the Constitution.

Following any Task and Finish Group review, a report will be submitted to the relevant Committee or sub-committees for onward submission to the Executive.

6.4 This report complies with the requirements of the Constitution.

7. Consultation

7.1 Consultation and engagement of Councillors, Officers, members of the public, community groups and the voluntary sector was undertaken to provide input into the list of topics for scrutiny and will be ongoing as the work programme is implemented.

7.2 The Scrutiny team has engaged with Councillors through the political assistants and Officers. The team also undertook a public consultation exercise on engage Barnet and in the Barnet First eNews letter.

7.3 The Overview and Scrutiny Committee and Sub-Committees agreed their programme of Task and Finish Groups for 2023/24 at their first meetings (see Background Papers).

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 Item 25: Work Programmes for Overview and Scrutiny 2023/24 - [Agenda for Council on Tuesday 11th July, 2023, 7.00 pm \(moderngov.co.uk\)](#)

Appendix A

Task and Finish Group Updates

1. Elective Home Education (EHE) Task and Finish Group

Membership: Cllr Wakeley (Chair), Cllr Hutton, Cllr J. Conway, Cllr Radford, Nigel Wildish co-opted member, Raisel Freedman, co-opted member

This Task and Finish Group is drawing to a close and has met with the following witnesses:

- A meeting was held with Barnet Parent Carers Forum who spoke on behalf Parents whose children have Special Educational Needs and Disability (SEND) to outline their experiences with Elective Home Education.
- A meeting with Professor Daniel Monk from Birkbeck University, who is a lecturer and trainer on elective home education matters. Professor Monk outlined the legislative framework and provided examples of good practice amongst local authorities.
- A meeting was held with the SEND team who talked about their work in this area including partnerships with schools and the elective home education team.
- A meeting was held with the Chair of Association of Elective Home Education Professionals who gave an overview of the challenges local authorities are facing and outlined good practice from around the country.
- The T&F Group with support from the EHE Team has also developed a questionnaire to be sent to EHE families asking them about their experiences. This will run for four weeks from the beginning of January.

This Task and Finish Group has completed the majority of its work and is collating its findings and recommendations. A full report will be presented to the Children and Education Overview and Scrutiny Sub-Committee on the 7th March 2024.

2. Barnet Highway Network Task and Finish Group

Membership: Cllr David Longstaff (Chair) Cllr Arjun Mittra, Cllr Claire Farrier, Cllr Dean Cohen, Cllr Liron Woodcock-Velleman, Cllr Peter Zinkin,

The Task and Finish Group is focused on the following areas:

- Improving communication with residents and councillors about planned and emergency maintenance work.

- Responding to climate change, including reviewing new materials for use in repairing roads
- Future funding plans will be considered during the budget scrutiny process.

The Task and Finish Group has considered sustainable materials for the road network and met with the following witnesses:

- Chief Executive, Local Council Roads Innovation Group (LCRIG)
- Chief Executive of the Road Surface Treatment Association (RSTA)
- Head of Road Network Statistics- Department for Transport
- Head of Environment & Sustainability, Kier
- Technical Product Manager, Tarmac

Members of the Task and Finish Group attended a site visit on to review new technology on Friday 17 November 2023.

As a next step, the task and finish group will meet with the London Borough of Redbridge to discuss their pilot work on an innovative approach on pothole repair within two minutes. A meeting to consider communication with councillors and residents will take place shortly.

This review is set to conclude by the end of the municipal year.

3. Primary Care (GP) Access Task and Finish Group

Membership: Cllr Caroline Stock (Chair), Cllr Elliott Simberg, Cllr Matthew Perlberg, Cllr Richard Barnes, Cllr Gill Sargeant, Cllr Nick Mearing-Smith

The Task and Finish Group held its second meeting on 19th October. Since the first meeting a background report was written which contained evidence from the council, ICB and Barnet Healthwatch and described the population, context, and primary care landscape in Barnet.

The Chair of the PCN 2 Patient Participation group, Malcolm Cohen, Dr Nick Dattani, Millway Medical Practice, Colette Wood, Director of Integration NCL ICB and Sarah Campbell, Manager Barnet Healthwatch attended to address the group, provide clarification on the structures and pressures on the system, provided evidence and responded to questions from the Group. More detailed discussions were held on the issues raised at the first meeting in July, resulting in a set of recommendations and actions:

- Learn from the best Practices in Barnet and beyond, to ensure the best models are in place for Barnet and recommendations are made to support Primary Care so that it can deliver a good and consistent service across the borough. This work will also be in line with the NHS National Access Improvement Planⁱ (triage, cloud-based telephony, enhanced appointments and more).
- A commitment to closer examination of the funding for Barnet given its older population relative to other Boroughs, and its large number of care homes and importer of residents to care homes from other boroughs. There was an

acknowledgement from the ICB that an outdated funding formula is used and that levelling up across NCL may be needed.

Following the meeting on 20th November it remained unclear whether there was equity of funding for Barnet given its large number of care homes. A request was made to the ICB for further clarification though it was understood NHSE funding is complex.

Site visits to GP surgeries

In November the group conducted five site visits to GP Practices across Barnet, which provided constructive information with a clear pattern of issues experienced by many Practices. These were shared with the ICB:

- changing model of Primary Care not being communicated to patients – managing patient expectations
- support for Practices around new iCloud telephony system
- demand outstripping supply
- burden of non-health related work for GPs
- impact of social issues and housing on GPs' workload

The Group also attended a meeting of the PCN Clinical Directors, providing a link with all seven PCNs in Barnet.

The Group decided not to gather evidence directly from patients since there was clear evidence in feedback to Members, Barnet Healthwatch, community groups and other sources, that access is problematic for many. The Group heard from the Healthy Hearts Programme on GP access problems encountered by residents and particularly underrepresented groups, the ICB Neighbourhood Model, the ICB on funding and the NCL Care Homes Programme at the November meeting.

Final Recommendations

A meeting was held on 11 December and was attended by the Group and Dr Nick Dattani, Colette Wood, Director of Integration, NCL ICB, Sarah Campbell, Barnet Healthwatch, Malcolm Cohen, Chair, Barnet Patient Participation Group and Dr Janet Djomba, Deputy Director Public Health, LBB.

The final recommendations were agreed:

a) Communicating with residents

Access to GP appointments is becoming increasingly difficult, both because of reduced numbers of GPs and increasing needs in the population. At the same time there is a wide range of qualified Allied Health Professionals (AHP) (nurse practitioners, pharmacists etc.) who can meet many of the patients' needs. An action is needed to change people's perception and expectations of Primary Care. The recommendation includes:

- A simple flow diagram to clearly show residents how to reach the right practitioner. The version already circulated can be built on and shared in places such as *Barnet First*, local press and social media – ensure this reaches those who may be digitally excluded. An Action Plan to be provided by Barnet and ICB Comms teams with timelines, exploring all avenues to communicate the changes
- A simple short video/animation to facilitate the message. All materials need to be available in other languages
- As funds are limited, Health Champions, the voluntary sector and social prescribers should also be asked to help communicate this. Also Age Concern and others would be asked to help elderly residents with understanding digital access.

b) Allocation of funding

Barnet needs assurance that it is receiving sufficient funds to support its large and increasing elderly and frail population. The ICB has agreed that it is feasible that Barnet is receiving insufficient funding, as the formula used is heavily weighted towards deprivation, not elderly residents, and the inner London Boroughs have historically received greater funding. However according to the figures produced for the meeting in November it did not appear to be clearly the case that funding was unfair.

It was agreed that a recommendation be made to the NCL finance team to investigate this in more detail, and provide clarification around the funding, including what the weighted population is against the raw data, how funding is allocated across NCL and whether this considers the latest census data and other characteristics. The challenges of staffing in Barnet would be added to this recommendation for the finance team to consider – Barnet is competing to attract and retain a limited pool for staff and is close to places that receive Inner London Weighting.

c) Primary and Secondary Care

Several GP Practices had reported that GP time is wasted when hospitals ask them to make appointments for patients in secondary care, after they have been seen by a hospital consultant, often within the same hospital. This should be done internally to reduce bureaucracy and was an issue that Primary Care had highlighted over many years at the Primary/Secondary Care Interface Group. The ICB is trying to mandate consultant-to-consultant referrals given that the Primary Care Referral Support System would be closed down across NCL at the end of March 2024.

d) Phone system updates (iCloud telephony)

A recommendation that dates for different improvements and final implementation are requested from the ICB and that the Group is kept updated if deadlines are not met. The ICB noted that access is the single most important thing the Primary Care Team is focused on at present, with a view to all Barnet Practices having a full telephony service

by March 2024. The ICB Primary Care team in Barnet is working to train and inform Practices that are less experienced with this and need support.

The Group should follow up to check the upgrading to iCloud telephony is completed within the deadline.

A final meeting was scheduled for Thursday 8th February 2024 to meet secondary care colleagues and Dr Dattani, to discuss progress on consultant-to-consultant referrals and try to gain buy-in from the Royal Free London NHS Foundation Trust and University College London Hospitals NHS Foundation Trust. Patient expectation and signposting aspects of this would also be discussed.

The report would be drafted in the interim by the Principal Scrutiny Officer and sent to the Group. This should be succinct but would include all the problems uncovered by the Group's enquiries. Final report would be circulated to the Adults & Health OSC, 6th March 2024.

4. Discharge to Assess Task and Finish Group

Members: Cllr Phillip Cohen, Cllr Tony Vourou, Cllr Gill Sargeant, Cllr Lucy Wakeley.

First meeting scheduled for 1st February, 6pm (Hendon/hybrid) with NHS and LBB senior system leaders.

5. Youth Homelessness

Membership: Cllr Khalick, Cllr McGuirk, Cllr Rich, Cllr L Gurang, Cllr Grocock

The Task and Finish Group is due to commence in January. Officers have held an initial meeting to gather the relevant data and refine the scope of the review. This topic may be suitable for a mini review which could be conducted within a day or over two meetings. The task and finish group members will be asked to agree the approach at their first meeting.

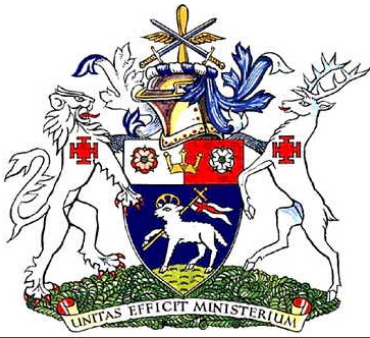
ⁱ [Delivery plan for recovering access to primary care \(england.nhs.uk\)](https://www.england.nhs.uk)

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Appendix B – Agreed Task and Finish Groups

- a) Elective Home education – ongoing – Final report due March 2024
- b) Primary Care (GP) Access – ongoing – Final report due March 2024
- c) Barnet Roads – ongoing
- d) Youth Homelessness – Due to commence in January 2024
- e) The Discharge to Assess Model – Due to commence in February 2024
- f) Safe Parks – under review for 2024
- g) Culture Strategy – Committee report due on 23 January 2024
- h) ~~Barnet Homes~~ – Reported to committee on 4 September and no further work required at this time.

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Overview and Scrutiny Committee

Title	Cabinet Forward Plan
Date of meeting	23 January 2024
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	
<p>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.</p>	
Recommendations	
<p>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.</p>	
1. Reasons for the Recommendations	
<p>1.1</p> <p>1.2</p>	<p>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.</p> <p>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.</p>

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) 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 – Adult Social Care
Councillor Ammar Naqvi	Cabinet Member – Culture, Leisure, Arts and Sports
Councillor Anne Clarke	Cabinet Member – Community Wealth Building
Councillor Sara Conway	Cabinet Member – Community Safety and Participation
Councillor Pauline Coakley Webb	Cabinet Member – Family Friendly Barnet
Councillor Alison Moore	Cabinet Member – Health and Wellbeing
Councillor Alan Schneiderman	Cabinet Member – Environment and Climate Change
Councillor Zahra Beg	Cabinet Member – Equalities, Voluntary and Community Sector

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
6 February 2024					
<u>Business Planning 2024-2030 and In-Year Budget Management 2023/24</u>	<p>To approve and recommend the Budget and Medium-Term Financial Strategy to Full Council on 27 Feb 2024.</p> <p>Approve 2023/24 In-year Budget Management: bad debt write offs, in-year budget virement and changes to the capital programme.</p>	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 – Quarter 3 2023/24 Financial Monitoring Report</u>	<p>Note Q3 revenue and capital monitoring for 2023/24</p> <p>Approve 2023/24 Budget Management: bad debt write offs, in-year budget virement and changes to the capital programme. Building Controls Fees and Charges.</p>	<p>Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources & Effective Council</p> <p>Executive Director Strategy & Resources</p>	Public	Yes	
<u>Our Plan for Adult Social Care 2024-2029</u>	That Cabinet approve Our Plan for Adult Social Care 2024-2029	<p>Councillor Paul Edwards, Cabinet Member for Adult Social Care</p> <p>Executive Director for Communities,</p>	Public	Yes	Our Plan for Adult Social Care 2024-2029

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
		Adults and Health			
<p><u>Improving Barnet's Roads 2024/25</u></p> <p><u>Presentation of the Highways Investment Strategy, associated funding proposal, and programme of schemes for 2024/25</u></p>	<p>To note the outcome of Our plan for Barnet 2023-2026 Highways Investment Strategy setting out a sustainable asset-based funding strategy approach to improving the condition of the borough's highway network.</p> <p>To approve the additional funding identified in the Highways Investment Strategy, subject to Full Council approval of the Councils MTFS budget for 2024/25.</p> <p>To note the additional funding allocated to the Council through the Department for Transport Local highways maintenance: additional funding from 2023 to 2034.</p> <p>To approve the programme of Improving Barnet's Roads Carriageways and Footways schemes planned to be conducted in 2024/25.</p> <p>To confirm delegation of such operational adjustments as may be necessary to maximise delivery of the 2024/25</p>	<p>Councillor Alan Schneiderman, Cabinet Member for Environment & Climate Change</p> <p>Director of Highways and Transportation</p>	Public	Yes	<p>Report plus appendix listing:</p> <p>Proposed programme of carriageway and footway full and sectional resurfacing schemes targeting repairs to the highway network following the Councils adopted asset management approach.</p>

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
	programmes to the Director of Highways and Transportation.				
<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	Part-Exempt	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	Part-Exempt	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	Part-Exempt	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	Part-Exempt	Yes	
<u>Future Parking Service Provision</u>	The report will seek to obtain authorisation to proceed with the preferred model for Parking service delivery and consequent	Councillor Alan Schneiderman, Cabinet Member for Environment &	Public	Yes	Options appraisal

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
	procurements.	Climate Change Director, Street Scene			
<u>Small Sites Programme - Nightingale Nursery</u>	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	Councillor Ross Houston – Deputy Leader, Cabinet Member for Homes and Regeneration Assistant Director of Development Delivery	Public	Yes	Site plan and public report
<u>Arts Depot, 5 Nether Street, Tally Ho Corner, North Finchley, London N12 0GA – New Lease</u>	Approval for new lease.	Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources & Effective Council Head of Property and Portfolio Management	Part-Exempt	Yes	Heads of Terms pertaining to the grant of this lease.
<u>Homeless Action in Barnet, 36b Woodhouse</u>	Approval for new lease.	Councillor Barry Rawlings, Leader of the Council and Cabinet Member	Part-Exempt	Yes	Heads of Terms pertaining to the grant of this lease.

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
<u>Road, London N12 0RG – New Lease</u>		for Resources & Effective Council Assistant Director Growth & Corporate Services - Growth & Development Head of Property and Portfolio Management			
<u>Review of the Management Agreement with Barnet Homes</u>	To agree the approach, timetable and scope of the review of the Barnet Homes Management Agreement	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes & Regeneration Deputy Chief Executive Head of Strategic Housing	Part-Exempt	Yes	
<u>Opendoor Homes Acquisitions</u>	To approve the acquisition of approximately 300 homes from the open market through Opendoor Homes.	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes and	Part-Exempt	Yes	Full Business Case

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
		Regeneration Group Director Development and Property			
<u>Touchpoint Housing LBB Portfolio Purchase</u>	To approve the purchase of the Touchpoint Housing LBB portfolio.	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes and Regeneration Group Director Development and Property	Part-Exempt	Yes	Full Business Case
<u>Fire safety in timber framed houses</u>		Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes & Regeneration Head of Strategic Housing – Growth Team, Customer and Place	Part-Exempt	Yes	
<u>Extension and variation of the</u>	This report seeks authority to extend the contract with YCB for	Councillor Paul Edwards, Cabinet	Part-Exempt	Yes	Public and exempt reports

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
<u>care and support contract at Ansell Court Extra Care Scheme</u>	care and support at Ansell Court extra cares scheme from 11 February 2024 (as allowed for within the contract) and to vary the payment model to bring it in-line with more recent extra care schemes	Member for Adult Social Care Director of Integrated Commissioning			
<u>Enablement contracts</u>	<p>This report seeks authority to waive Contract Procedure Rules and award a block enablement contract directly to one of the current incumbent contractors (Bliss) under single tender action for a period of 3 months from 22nd May 2024 to 31st August 2024.</p> <p>This report seeks authority to extend the current contractual arrangement and award a block enablement contract directly to one of the current incumbent contractors (YCB) to for block enablement hours for a period of 6 months from 1st April 2024 to 31st August 2024.</p>	Councillor Paul Edwards, Cabinet Member for Adult Social Care Director of Integrated Commissioning	Part-Exempt	Yes	Public and exempt reports
<u>Pan-London Vehicle</u>	Endorsement/ Approval of representative appointment,	Councillor Barry Rawlings, Leader	Part-Exempt	Yes	

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
<u>Incorporation – Nominee arrangements</u>	Membership of PLV and relevant delegated authority.	of the Council and Cabinet Member for Resources & Effective Council Councillor Pauline Coakley Webb – Cabinet Member for Family Friendly Barnet			
12 March 2024					
<u>Our Plan for Barnet – Delivery and Outcomes Framework, Q3 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	

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
<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>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	
<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	

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
<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
<u>West Hendon Playing Fields (WHPF) – project update</u>	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.	Councillor Alan Schneiderman, Cabinet Member for Environment & Climate Change Councillor Ammar Naqvi, Cabinet Member for Culture, Leisure, Arts & Sport Assistant Director Greenspaces & Leisure	Public	Yes	

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
<u>Main Modifications to Barnet's Local Plan</u>	<p>Approve the Main Modifications (necessary for soundness and legal compliance) to the Local Plan for public consultation.</p> <p>Approve Additional Modifications to the Local Plan. The Additional Modifications generally relate to points of clarification, factual updates and typographical or grammatical errors. They do not materially affect the substance of the Plan and are therefore not subject to public consultation</p>	<p>Councillor Ross Houston, Deputy Leader, Cabinet Member for Homes & Regeneration</p> <p>Director of Growth</p>	Public	Yes	<p>Table of Main Modifications to the Local Plan</p> <p>Table of Additional Modifications to the Local Plan</p>
<u>Draft Supplementary Planning Document – Planning Contributions</u>	Approve the draft Supplementary Planning Document on Planning Contributions for Public Consultation	<p>Councillor Ross Houston, Deputy Leader, Cabinet Member for Homes & Regeneration</p> <p>Director of Growth</p>	Public	Yes	Draft Supplementary Planning Document on Planning Contributions
<u>Approval to undertake renewable energy procurement, through a long-</u>	To source energy from renewable assets, by jointly procuring a PPA, starting as soon as possible, with other London Councils	Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources & Effective Council	Public	Yes	LBB has been working with a number of other London boroughs, advised by an independent renewable energy services provider, as well

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
<p><u>term Power Purchase Agreement (PPA), in partnership with a number of other, as yet unconfirmed, London Councils.</u></p>	<p>N.B. PPAs come in different forms and shapes. The purpose 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</p>	<p>Director of Growth</p>			<p>as an external advisor that LBB is in a strategic 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</p>

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
	<p>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>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>use existing energy arrangements through LBB and further engagement to promote the opportunity of accessing a PPA to be established.</p>
16 April 2024					
<p><u>Grahame Park North East Full Business Case</u></p>	<p>Approval of the Full Business Case</p>	<p>Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes & Regeneration</p>		<p>Yes</p>	

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
<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 Service in Barnet	Councillor Ammar Naqvi - Cabinet Member - Culture, Leisure, Arts and Sports	Public	Yes	Draft Library Strategy

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
		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	Councillor Pauline Coakley Webb – Cabinet Member Family Friendly Barnet Chief Executive and Director of Education and Learning (BELS)		Yes	

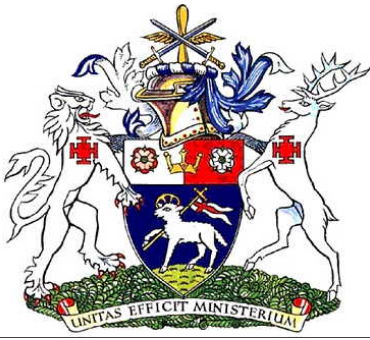
Subject	Summary of Decision	Cabinet Member and Lead Officer	Public, Part Exempt or Private	Key – Yes / No	Additional documents to be submitted; and / or Any Consultation to be undertaken
	provide information on validated results for 2022/23 assessments and national examinations.				
14 May 2024					
<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>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	
18 June 2024					
<u>Our Plan for Barnet –</u>	To note the Delivery and Outcomes Framework.	Councillor Barry Rawlings, Leader	Public	No	

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
<u>Delivery and Outcomes Framework, Q4 2023-24</u>		of the Council and Cabinet Member for Resources & Effective Council Transformation Director Head of Programmes, Performance and Risk			
<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 & Regeneration		Yes	

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
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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Overview and Scrutiny AGENDA ITEM 13

Title	Work Programme for Overview and Scrutiny
Date of meeting	23 January 2024
Report of	Overview and Scrutiny Manger
Wards	All
Status	Public
Urgent	No
Appendices	Appendix A – Overview and Scrutiny 2023/24 Work Programme Appendix B –Proposed arrangements for the 2024/25 Work Programmes
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Summary

The report sets out the 2023/24 Work Programmes for the Overview and Scrutiny Committee and Sub-Committees and provides the committees' plan of work for the municipal year.

The work programmes will be considered at every meeting of the committee and Sub-Committees.

The committee can make any amendments necessary, to enable it to respond to issues of concern or to request new pre-decision items ahead of their consideration by Cabinet/Council.

Recommendations

1. That the Overview and Scrutiny Committee receives and inputs into the proposed 2023-2024 Work Programmes for Overview and Scrutiny Committee
2. That the Committee notes the proposal for work programming planning for 2024/35

1. Reasons for the Recommendations

- 1.1 This report sets out the Overview and Scrutiny Committee and Sub-Committees' Work Programmes for 2023-24.
- 1.2 The Council's Constitution Part 3C Committee Procedure Rules, states: The Overview and Scrutiny Committee will consider its outline work programme, and that of the Overview and

Scrutiny sub-committees, at its first meeting following the Annual Meeting of Council...and report the agreed outline work programme to the first available ordinary meeting of the Council.

- 1.3 The work programme includes suggestion and input from Councillors, officers, members of the public, community groups and the voluntary sector.

A strong and effective work programme underpins the work and approach of Scrutiny. But work to develop and refine the work programme requires support. The input of executive members, senior officers, and external partners will all assist scrutiny Members to effectively fulfil their role as critical friends constructively challenging decision makers. [CfGS 2022]

- 1.4 The work programmes should reflect the Council's priorities and should be targeted on issues where scrutiny can add real value. Good practice guidelines for setting overview and scrutiny work programmes state that if scrutiny is to be effective in driving service improvement and making a real difference to outcomes for local people, its work programme must be:

- Informed by the priorities and concerns of local people
- Led by scrutiny members
- Manageable and realistic
- Integrated effectively with corporate budget-making and strategic planning and policy setting processes and add value in contributing to the achievement of the Council's corporate objectives
- Reflect a proactive approach to driving service improvement, rather than being simply reactive in response to decisions of the Executive.

- 1.5 The attached work programme in Appendix A reflects this approach.

- 1.6 Appendix B proposed to take this approach.

2. Alternative Options Considered and Not Recommended

- 2.1 There is no alternative in the context of this report.

3. Post Decision Implementation

- 3.1 Progress on the 2023-2024 work programmes and Task and Finish Groups will be presented at each meeting of the Overview and Scrutiny Committee and Sub-Committees.

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 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. This is especially relevant for the work programme for the children and education sub-committee.

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 Council's Constitution Part 2B – Terms of Reference and Delegation of Duties to Committees and Sub-Committees of the Council,

10.1.1 states that the Committee will 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.

6.3 The Council's Constitution Part 3C - Committee Procedure Rules:

35.1 states that the Overview and Scrutiny Committee will consider its outline work programme, and that of the Overview and Scrutiny sub-committees, at its first meeting following the Annual Meeting of Council

35.2 - In setting the outline work programme, account will be taken of the need to scrutinise forthcoming policy, for example, the budget and other major policies or strategies in development, whilst leaving flexibility to allow additional items to be added to the agendas for committees and sub-committees and to commission task and finish group reviews during the year in response to new requests for scrutiny.

35.3 - The Overview and Scrutiny Committee will report the agreed outline work programme to the first available ordinary meeting of the Council.

6.4	This report complies with the requirements of the constitution.
7.	Consultation
7.1	Consultation and engagement of Councillors, Officers, members of the public, community groups and the voluntary sector was undertaken to provide input into the work programme and will be ongoing as the work programme is implemented.
7.2	The Scrutiny team has engaged with Councillors through the political assistants and Officers. The team also undertook a public consultation exercise on engage Barnet and in the Barnet First eNews letter.
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	Agenda for Council on Tuesday 11th July, 2023, 7.00 pm (moderngov.co.uk)



London Borough of Barnet

**Overview and Scrutiny Committee
January 2024 - 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

Title of Report	Overview of decision	Report Of (<i>officer</i>)
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23 January 2023		
Chief Finance Officer Report – 2023/24 Q3 Financial Forecast and 2023/24 Budget Management	To receive the Chief Finance Officer Report – 2023/24 Q3 Financial Forecast and 2023/24 Budget Management	Executive Director Strategy & Resources (Chief Finance Officer / Section 151 Officer)
Annual Performance Review of Registered Providers (RPs)	To receive the Annual Performance Review of the Registered Providers operating in the borough to obtain a view on how they are performing.	Deputy Chief Executive
Culture Strategy	To receive the Culture Strategy for pre-decision scrutiny prior to it going to Cabinet.	Deputy Chief Executive
Towards Net Zero - Decarbonisation of the Corporate Estate	To receive an overview of progress against the council's commitments to reach net zero as an organisation by 2030, and the actions taken against the Sustainability Action Plan in relation to the decarbonisation of operational buildings.	Deputy Chief Executive
Task and Finish Groups Updates	This receive an update on progress made to date by the ongoing Task and Finish Groups established by the Overview and Scrutiny Committee and Sub-Committees.	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> Consultation Last date for reps Documents to be considered
Scrutiny Work Programme	To agree the work programme for Overview and Scrutiny and receive the proposed for Scrutiny Work Programme plan 2024/25.	Head of Governance
5 March 2024		
Main Main Modifications on the Local Plan	To receive the Main Modifications on the Local Plan 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)
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
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
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> Consultation Last date for reps Documents to be considered
Scrutiny Work Programme	To agree the work programme for Overview and Scrutiny.	Head of Governance
9 April 2024		
Our Plan for Barnet - Delivery and Outcomes Framework, Annual Report	To note the Delivery and Outcomes Framework and any high-level risks.	Transformation Director
Review of the Licensing Policy	To receive the Review of the Licensing Policy prior to Council adoption	Executive Director Assurance
Overview and Scrutiny Annual Report	Agree the annual report for Full Council	Head of Governance
To be allocated		
Councillor Call for Action Items	To receive and determine Councillor Call for Action Items	Head of Governance

Overview and Scrutiny Work Programme 2024/25

As this municipal year is drawing to a close, the Overview and Scrutiny Committee are required to begin gathering topics for inclusion in the 2024/25 work programme. This important process will ensure that scrutiny identifies the most relevant issues and that each meeting is focussed on issues of local importance, where scrutiny can add value.

The Overview and Scrutiny Committee may choose to scrutinise a range of issues through a combination of pre-decision scrutiny items, policy development, performance monitoring, and follow up to previous scrutiny work.

To support the committee in this process the scrutiny team have drawn up plans for a topic suggestions campaign. Members of this Committee are asked to provide feedback on the proposed approach set out below.

All the suggestions received will be discussed at the topic workshop facilitated by the Centre for Governance and Scrutiny on 29th February 2024. Participants will be asked to prioritise the suggestions using criteria so that the issues chosen relate to:

- Issues of local priority;
- services that are underperforming;
- issues of public interest or concern;
- issues where scrutiny could make a difference

The draft shortlist of topics will be presented to the respective scrutiny committees in March 2024.

Consultation activity	Timeline
<ul style="list-style-type: none"> • Engage Barnet online consultation, requesting topics from residents. • Paper copies of topic request form available in libraries • Email request to NHS trusts, schools etc. • Social media campaign asking for topics. 	Week beginning Monday 15 th January to Friday 9 th February.
Requesting topics from All Councillors and Senior Management Team	
Scrutiny team to finalise long list	Week beginning Monday 19 th February
<ul style="list-style-type: none"> • Send long list to Members for consideration before the CfGS session. 	Thursday 22 nd Feb 6.30-9pm
<ul style="list-style-type: none"> • CfGS work programming online training • Breakout session so the discussion can take place with each committee 	Thursday 29 Feb, 6.30-9pm

TBC - 1st or 5th March (eve at HTH) shortlisting?	TBC - Additional discussion for those who cannot attend 29th Feb?
5, 6, 7 th March O&S, CES, A&H	Present draft work programme to each committee for approval.