



Cabinet

Title	Our Plan for Barnet – Delivery and Outcomes Framework, Q1 2023-24
Date of meeting	5 September 2023
Report of	Councillor Barry Rawlings, Leader and Cabinet Member for Resources & Effective Council
Wards	All
Status	Public
Key	Non-key
Urgent	No
Appendices	Appendix A - Q1 2023-24 Performance Detail Appendix B - Q1 2023-24 High Level Risks (15+) by Our Plan Theme Appendix C - Latest Available Benchmarking Data
Lead Officer	Deborah Hinde, Transformation Director Deborah.hinde@barnet.gov.uk
Officer Contact Details	Alaine Clarke, Head of Programmes, Performance and Risk Alaine.clarke@barnet.gov.uk Katie Nevin, Corporate Performance and Risk Manager Katie.nevin@barnet.gov.uk

Summary

This report provides an update on activity and performance for Q1 2023-24 to demonstrate the progress that is being made on delivering against the outcomes the council has committed to working towards in Our Plan for Barnet, using the activities and performance indicators captured in the Delivery and Outcomes Framework.

Recommendations

1. That Cabinet note the contents of Our Plan for Barnet – Delivery and Outcomes Framework, Q1 2023-24 Report.

1. Reasons for the Recommendations

- 1.1 Following the approval of Our Plan for Barnet at Council on 28 February 2023, the Programmes, Performance and Risk team have led on the co-design and development of the new Delivery and Outcomes Framework which will be reported on over the next few years. The framework focuses on the key activities being carried out to deliver the outcomes stated in Our Plan for Barnet, and a selection of performance indicators which will show progress on delivery of the activities and achievement of the outcomes. To support delivery of Our Plan for Barnet, we have launched a transformation programme focused on new pieces of work that require a “doing things differently” approach. The transformation programme will develop and deliver on these cross-cutting themes that will achieve a fundamental shift in how the council operates. At its meeting on 18 July 2023, Cabinet noted that eight of the 16 themes have been identified as “tier 1 transformation workstreams”. These are marked as such in the detail of this report.
- 1.2 In accordance with the recommendation of the Corporate Peer Challenge to clarify the relationship between transformation activity and ‘business as usual’, we will be reviewing the report for Q2, to ensure that it reflects an appropriate mix of new activity and core business.
- 1.3 This report will also be presented to Overview and Scrutiny Committee. Note that Adults and Health Overview and Scrutiny Sub-Committee and Children and Education Overview and Scrutiny Sub-Committee also consider detailed performance information from those services.
- 1.4 Appendix A sets out performance in detail for the indicators along with the baseline position for 2022-23 or latest available period if reported in arrears. Some themes do not yet have performance indicators as these are being developed. They will be included in future reports once available.
- 1.5 There are 108 indicators in total of which 53 are reported on quarterly. 19 of these currently have quarterly targets and 17 of these achieved or exceeded that target in Q1. For the two indicators that did not achieve their target, the reasons for this are set out under the relevant theme commentary below.

Caring for People

- 1.6 The Caring for People pillar of Our Plan for Barnet consists of four themes: Tackling inequality, Reducing poverty, Family friendly and Living well.

Tackling inequality (Transformation workstream)

- 1.7 This theme has three outcomes: there are equal opportunities for all, and equal access to quality services, based on need, residents live healthy, happy and long lives and the council has made Barnet the healthiest borough in London where everyone who lives, works or studies locally can achieve their full health and wellbeing potential. The council knows there is a need for structural change and new policies to address inequalities, not just one-off interventions, and as a result, a new Equalities, Diversity and Inclusion (EDI) policy is being developed. In Q1, workshops with residents have been held to help inform the policy and a State of the Borough report on inequalities in the borough has been drafted which will be used as an evidence base. In addition, an Ethnographic Research Project on adults with disability has been undertaken with another project focusing on children to follow. This will then be developed into a report (including addendum on children and young people) which will be used by the Disability Workstream Group to draft the council’s response and recommendations.

- 1.8 To work towards accreditation as a "Borough of Sanctuary", a draft Borough of Sanctuary strategy has been developed in Q1 together with a draft action plan. The newly launched Borough of Sanctuary Network continued to meet on a bimonthly basis to co-ordinate responses for sanctuary seekers in Barnet. In June 2023, the Council held its first ever Refugee Week Event in partnership with members on the network. The event, held at Victoria Park, was attended by around 500 sanctuary seekers from a range of backgrounds and featured opening remarks from the Mayor, as well as members and the director of public health, catering and a range of performances and activities aimed at adults and children. Also in June 2023, the council received £1.19m in funding for asylum seekers in dispersed accommodation. Work is ongoing to establish where to allocate this funding across the council alongside funding for other refugee schemes.
- 1.9 Digital inclusion is an area of focus within this theme and work in 2023-24 is centred on sustaining the Digital Inclusion Co-ordination services delivered by BOOST, (the employment, benefit advice, skills and wellbeing project to help Barnet residents), including improved support for digital skills and improved awareness of affordable connectivity options and devices. In Q1, over 330 residents attended support sessions and drop in clinics at Grahame Park, Burnt Oak and libraries across the borough, 12 new Digital Champions were recruited, 39 free broadband connections were provided to residents and six to community spaces and 48 laptops were distributed by BOOST and 2second Chance.
- 1.10 The council aims to make Barnet the healthiest borough in London and key to this is tackling health inequalities so that life expectancy, and the number of years people spend living in good health, is not varied between different areas. Working together with partners, Barnet's Health and Wellbeing Strategy has been developed, which is committed to reducing health inequalities and the contributing factors to ill health or "wider determinates of health". The Health and Wellbeing Board received its latest update on the Year 2 Implementation Plan at the meeting on 11 May 2023. A link to the update can be found in Section 9 Background Papers. Of the 33 actions in the Phase 2 Implementation Plan, 85% of actions were either completed or on target, with catch up activity taking place for the actions that are not on target. Delivery highlights this quarter included the accreditation of 12 venues accredited as Dementia Friendly under the Mayor of London's Scheme, and over 15,000 registered Dementia Friends, increases in Measles, Mumps and Rubella (MMR) vaccination rates in young children and delivering work on overcoming barriers to access the expansion of Multi Disciplinary Teams (MDTs), focusing on Aging Well (Frailty) to 45 GP practices, and increasing Paediatric MDT coverage to 4 out of 6 Primary Care Networks (PCNs). Initial results for residents and professionals are positive.

Reducing poverty (Transformation workstream)

- 1.11 This theme focuses on delivering the outcome of reduced poverty in our communities, the council, contractors and local businesses and partners pay the living wage and residents are engaged in employment. Barnet's new benefit calculator went live in April 2023 and aims to ensure that residents who are struggling can easily identify support available, both locally and from central government agencies, such as Universal Credit and Pension Credit. As at 30 June 2023, 2,079 residents have fully completed the calculator, with 42.7% then going on to click through to apply for financial support identified. Arrangements have commenced to enable the introduction of drop in sessions across libraries, food banks and warm spaces by Q3. These will provide in person support to residents, encourage engagement and ensure resource is located in the right places at the right time.
- 1.12 In Q1, capacity in the team has been increased in order to monitor the delivery of expected social value, develop stronger narrative on the benefits realised and raise awareness of good

practise and successes. Work is also underway to refresh the Social Value policy, alongside reviewing the existing themes, outcomes and measures which will be used to evaluate social value outcomes. The revised policy will be presented to Cabinet in October 2023.

- 1.13 Good progress has been made in Q1 towards becoming accredited as a London Living Wage employer with ensuring that all directly employed staff are paid the living wage. The process of reviewing all third party contracts has begun in order to identify which are not paying the wage and mapping out a process to resolve this.
- 1.14 The BOOST (employment, benefit advice, skills and wellbeing project to help Barnet residents) three year plan launched in April 2023. Activities in Q1 included changes and improvements to the layout of Burnt Oak library to provide a better and more effective environment for both clients and staff, the recruitment of a second adviser to support Ukrainian refugees, the hosting of two job fairs and the launch of The Barnet Group Apprenticeship programme which has ten positions available. As a result of the support given by BOOST, 87 job starts were sustained in Q1, up from 78 in the same period last year, and 42% of residents who undertook BOOST programmes found employment, slightly below the same period last year where 43% found employment.
- 1.15 Working with Middlesex University and Ingeus, a disability focused employment event was held in July 2023. The event was promoted to all residents and was supported by DWP's specialist disability team and Mind and Inclusion Barnet. The event was very successful: 25 employers and providers were present and the Mayor and the Leader of the Council also attended.
- 1.16 Barnet and Southgate College have been awarded funding to subsidise training to heating engineers so that they can get £500 towards training to become qualified heat pump installers through the government's £5 million Heat Training Grant, supporting the ambition to upskill Barnet's communities to take advantage of new green job opportunities and develop the skills required to support the delivery of the council's net zero commitments.

Family Friendly

- 1.17 There are five outcomes for this theme: there is excellent education for all, children have their best start in life and are ready for learning, children and young people have good social, physical and mental wellbeing, young people are engaged in learning and work post 16 and young people are safe and secure. The Family Services Quarterly Update was presented at the Children and Education Overview and Scrutiny Sub-Committee on 8 June 2023. A link to the update can be found in Section 9 Background Papers.
- 1.18 In Education, Barnet Education and Learning Service (BELS) continued to support, challenge and monitor schools and settings effectively in Q1. There has been positive engagement from schools and settings on Boards such as the SEND and AP (Special Educational Needs and Disabilities and Alternative Provision) Strategic Board and the Schools and Settings Standards Partnership Board. The percentage of Good and Outstanding schools in Barnet remained above the national average and early indications for the most recent results are that primary school results are all above the national average with most key stages and subjects in the top 20% of the country.
- 1.19 To support children having the best start in life, BELS continued to support Early Years in schools, private, voluntary and independent (PVI) early years settings and childminders with regular meetings during Q1. The percentage of Good and Outstanding PVI settings and childminders remains above the national average and early indications are that the percentage of pupils with a Good Level of Development at the end of Reception in has risen back above the

national average for 2023 following the 2022 dip.¹ Solutions 4 Health (S4H) continued to deliver the Healthy Child Programme which includes health visiting, school nursing, oral health, healthy weight and infant feeding services. In Q1 the council worked with S4H to address concerns raised in the recent Care Quality Commission inspections, in relation to the health visiting service. This included supporting a programme of case audits to ensure that cases are categorised correctly, and receive the correct level of support, using the London continuum of need. A range of promotional events to raise awareness of services and provide advice and support were delivered in Q1, such as the Healthy Beginnings Roadshows and a new infant feeding lead has been recruited to deliver activities to promote breastfeeding.

- 1.20 The draft Children and Young People's Plan was co-designed with young people during 2022-23 and the draft underwent five weeks of public consultation in June/July 2023. Amendments were made in light of comments and the final version was launched on 11 July 2023 by Cllr Coakley-Webb along with four young people, who had co-designed the plan, at Hendon Town Hall. The young people also opened Full Council, as part of My Say Matters, to talk about their experiences of co-designing the plan.
- 1.21 A key focus for this theme is to support our children and young people to adopt healthy lifestyles to prevent avoidable illness and improve their social, physical and mental wellbeing, including through integrated health and social care. Wait times for the children's integrated therapy services improved in Q1 with waits for physiotherapy and occupational therapy within target but waits for speech and language remained to be improved. Additional recurring investment from the Integrated Care Board has increased funding for this service which will help deliver further improvements.
- 1.22 In working towards the outcome of young people being safe and secure, activities in Q1 were focused on the development of the new Violence, Vulnerability and Exploitation (VVE) Strategy and Action Plan (with partners). This will include a response to serious youth violence legislation and two inter-related strategic needs assessments (the Safer Communities Partnership Strategic Needs Assessment and the Combatting Drugs Partnership's Needs Assessment) which are due for completion by October 2023. On 18 July 2023, Cabinet approved a public consultation period for the strategy which is taking place from 30 July to 30 September 2023.

Living well

- 1.23 This theme focuses on positive outcomes for disabled residents and older people; ensuring residents can lead fit and active lives; and working to eradicate domestic abuse and violence against women and girls. This includes working to achieve more disabled people being employed by the council and partners, more older and disabled people, including with mental health needs and learning disabilities, can stay living in their own homes, residents experience high quality, joined-up health and care services, with positive outcomes, residents have a positive experience of social care services, there is social inclusion and representative access of older residents and those with disabilities in council and other services, residents can access and enjoy more opportunities for physical activity and lead more active lives and working to eradicate domestic abuse and violence against women and girls.
- 1.24 In Q1, in partnership with the West London Alliance, a new employment support service was launched in Barnet with a remit to support people who have a long-term condition or are on

¹ There was a national dip in 2021 and 2022 due to Covid and the impact the lockdowns had on young children's development. The increase in 2023 in Barnet's performance comparative to the national position was due to the work that has been carried out to support Early Years in schools and settings, a service priority as indicated in the Schools and Settings Improvement Strategy 2022-23.

long-term sick leave to find or return to work. A specialist disability advisor has been recruited and they have been working on establishing links and networks with the voluntary and community sectors and employers in Barnet. In addition, the council's Carved Employment Scheme has been developed and advertised across departments to identify five roles by the end of Q2. To begin with, the scheme will focus on people with learning disabilities and social workers are currently identifying suitable people to apply. Support and training has been identified for managers and applicants taking part in the scheme.

- 1.25 As part of the Autism Action Plan, a mental health and autism pilot was progressed with voluntary sector providers. The purpose of this is to deliver therapeutic support to autistic adults who are experiencing mental health challenges.
- 1.26 A big factor in keeping people well and healthy is living in a home that suits them. In Q1, a new accommodation and support service was commissioned which includes supporting people to maintain their independence in their own home and a review of hospital discharge services commenced. The purpose of this is to maximise person-centred effectiveness and increase the council's skills at meeting the needs of people with complex conditions being discharged from hospital. Occupational therapy-led reablement services have been piloted and are being expanded to help support people to recover at home after being in hospital.
- 1.27 One of the ambitions of this theme is to ensure that health, social care and associated services are more joined up in order to improve the access, experience and outcomes for residents. In Q1, voluntary and community sector organisations across the borough have facilitated coproduction sessions with residents to support the development of a Mental Health Charter which is due to be launched in October 2023. Working with the Barnet Borough Partnership, action planning for implementation of the borough wide Dementia Strategy (approved by Adults and Safeguarding Committee on 13 March 2023) commenced in Q1 and the action plan for the borough wide Suicide Prevention Strategy (delivered by multi agency partnership) has been renewed and will be submitted to the Health and Wellbeing board in September 2023.
- 1.28 In Q1, the council launched its action plan to become an Age Friendly borough, in partnership with Age UK Barnet. The council and Age UK Barnet successfully applied to join the UK Network of Age Friendly Communities, run by the national centre for Ageing Better. A baseline survey has been planned along with commencing planning for Silver Sunday in October 2023.
- 1.29 The new advocacy contract went live on 1 April 2023, bringing all advocacy services under one provider with a single point of access. The service is fully operational and initial performance information and feedback has been very positive.
- 1.30 Barnet is working to become a Dementia Friendly Borough and in Q1, working with key partners, a comprehensive communications plan has been developed and is being delivered. The council's website has been updated so the dementia pages include detailed information on local resources as well as updated messaging around risk reduction and treatment, an information leaflet has been produced in collaboration with key partners, featuring local support services and in celebrating Dementia Action Week 2023 (15 to 23 May 2023), six videos and a communications toolkit that signposts our activity through the month were created. Two libraries (Chipping Barnet and Finchley Church End) were accredited as Dementia Friendly venues at silver level in Q1.
- 1.31 Following the launch of the Engagement and Co-production Strategy and Charter for Adult Social Care in November 2022, the Adult Social Care service have been working on embedding engagement and co-production even further into everything they do. Activities in Q1 included introducing a feedback process for residents who have had an assessment or review. The

feedback is being evaluated and the approach is being rolled out more widely across all teams. Another highlight was the review of the resident engagement board (Involvement Board) to give a bigger and broader role to residents. Training for the new board is being coproduced with residents who have lived experience of social care and involvement. The council's engagement approach draws in a wide range of voices including adults with autism, mental health, learning disabilities, physical disabilities, sensory impairments, older adults and carers. During Q1, focused effort was made to ensure greater representation across the protected characteristics and the People's Voice community has increased to 220 residents who want to be actively involved in engagement and co-production work. This will enable resident feedback to be incorporated into strategies, commissioned services and training for staff.

1.32 In working towards giving residents access to enjoy more opportunities for physical activity and lead more active lives, the Fit and Active Barnet (FAB) implementation plan continued to be delivered during Q1. The Q1 target for leisure centres visits of 394,625 was exceeded by 7044 achieving visits of 401,669. Visits were largely boosted by an increase in swimming due to the opening of Finchley Lido's outdoor pool in May 2023 which coincided with good weather. In addition, there was positive membership growth seen across all leisure centres during the quarter.

1.33 As part of the Living well theme, there is also an ambition to, in the long term, eradicate domestic abuse and violence against women and girls. From April 2023, Culturally Integrated Family Approach (CIFA) to Domestic Abuse perpetrator programmes have been introduced. The CIFA scheme provides tailored services that recognise differences in cultures and ethnicities to improve the support available to those experiencing domestic abuse. In Q1 £100,000 of funding from the Department of Levelling Up, Housing & Communities was secured to support the continuation of the Minerva House provision by Barnet Homes for this financial year. Minerva House offers shelter to residents who have suffered domestic abuse at the hands of family and partners.

Caring for Our Places

1.34 The Caring for Our Places pillar of Our Plan for Barnet consists of three themes: Safe, attractive neighbourhoods and town centres, Quality affordable homes and Borough of Fun.

Safe, attractive neighbourhoods and town centres

1.35 This theme focuses on the outcomes of town centres having good business health and vitality, consistent, high standards of cleanliness and care across all parts of the borough and residents feeling safe. Town centres work in Q1 focused on ongoing public realm improvements, creative placemaking (development and installation of murals in Burnt Oak and West Hendon) and a vote was approved to introduce a Business Improvement District in Edgware. A range of events have been delivered such as the Summer Solstice festival on Damesel Walk in June 2023, the launch of 100 years of Station Road celebratory programme, the launch of the Finchley Food Trail, a pop-up temporary gallery on Finchley High Street in collaboration with Middlesex University and BKL Property Consultants and supporting the London Festival of Architecture 2023 throughout June 2023. A 5.7% reduction in the number of empty business premises in town centres across the borough (559 at the end of Q1, compared to 593 at the end of Q4 2022-23) reflects the impact these initiatives have made.

1.36 Several programmes of work have been implemented in Q1 to ensure high standards of cleanliness and care across the borough. Following an initial investment in street cleansing in 2022-23, enabling the service to serve residential roads up to four times per year, the Street Scene service exceeded the performance target for maintaining residential road cleanliness in

Q1. In addition, independent Street Cleanliness assessments were undertaken by the Keep Britain Tidy Group on behalf of the council utilising former National Indicators for detritus, litter, graffiti and fly-posting in April 2023. The assessment reported improvements across all four parameters and confirmed that cleanliness standards in Barnet for litter, detritus and graffiti were better than the London 2022-23 benchmark standard with fly-posting being just 0.04% below the London benchmark.

- 1.37 The community skips programme commenced rollout of the third phase of locations during Q1. As at 9 August 2023, 232 events have been provided through the scheme so far with over 8000 residents making use of the service. Street Scene have also been working with the North London Waste Authority to collect bikes, wooden furniture and children's toys deposited at Community Skips to upcycle and sell through their reuse shop. Textiles are separated and upcycled via the Salvation Army and clothing that cannot be reused is sent for rag production. This also supports the ambition to do more to move to shift to a circular economy – where people reuse, recycle and repair as many things as possible as set out in the Journey to net zero theme.
- 1.38 To support high standards of care, the Highways service commenced the Annual Programme for Carriageway Resurfacing and Footway Relay in June 2023 and is on track to meet the 2023-24 targets. The performance targets associated with highways defects repairs for highways defects repairs completed within the prescribed timescales were met or exceeded in Q1 and on 18 July 2023, Cabinet approved the investment of £8 million to help deal with potholes and highways maintenance.
- 1.39 The annual report of the Safer Communities Partnership Board (SCPB) was presented at SCPB on 19 July 2023, which documents the work to date towards the priorities of the Community Safety Strategy. A link to the report is available in Section 9 Background Papers. A review of the Community Safety Hubs model commenced in Q1 which incorporates the effectiveness of the Pop Up community hub model which has been in use since May 2023. This will be reported to SCPB in October 2023. In the meantime, the Community Safety team have been working on raising awareness of the community safety hubs and a direct mailing promotion for the community safety hubs has also been carried out with 5000 households in the direct vicinity of each of the community safety hub receiving a leaflet promoting them.
- 1.40 Since the CCTV control room operating hours moved to 24 hours a day/7 days a week monitoring in September 2022, reported welfare incidents have increased. Welfare incidents cover any incidents where the CCTV operator has proactively identified a concern for the health, wellbeing or safety of a member of the public. Some incidents are also dealt with reactively after a call is raised from the police control room. The council is also working closely with Barnet Homes and the police to identify anti-social behaviour and crime hot spots within the Grahame Park area where re-deployable CCTV will be installed.
- 1.41 Questions on the perception of antisocial behaviour will be measured as part of the Residents' Perception Survey due to be conducted in Q3 2023-24.

Quality, affordable homes

- 1.42 The outcomes for this theme are that residents experience regeneration that benefits local communities and improves wellbeing, there is increased supply of new homes in the borough including social rented homes, all council homes are safe, warm and sustainable, private sector licensing schemes are effective and improve quality in the private rented sector and nobody is sleeping rough. In regeneration, work in Q1 has focused on consultation for the revised Housing Strategy which was approved by Cabinet on 18 July 2023 along with the revised Homelessness

and Rough Sleeping and Tenancy Strategies and the revised Housing Allocation Scheme. A link to the strategies can be found in Section 9 Background Papers. The creation of the Connected Places Transformation Programme (which will generate a new digital innovation service for place-based telecoms-related improvements, unlock service innovation and help leverage investment into the borough that will maximise the economic, social, and environmental opportunities for the council, residents, and businesses) was also approved at Cabinet. A link to this paper can be found in Section 9 Background Papers. Work has also continued on the Gigabit Broadband Programme: in Q1, the new CCTV Fibre Broadband network has substantially progressed with the completion of the fibre spine, installation of network equipment, and transition of 66 existing CCTV cameras onto the network.

- 1.43 Development of new homes continued in Q1 and there has been good progress with the 1000 homes programme. 224 homes are either already onsite or with planning consent, a further 474 are either being planned or at feasibility stage plus a further 539 at various stages of feasibility. This gives us a pipeline of 1,237 homes. On 26 June 2023 Cabinet approved the acquisition of 249 properties (included in the 474 above) within the Colindale Gardens development, subject to the satisfactory completion of the legal and technical due diligence.
- 1.44 Existing housing in the borough has been subject to the delivery of significant fire safety works and The Barnet Group have been proactive in undertaking building safety work in response to new legislation. The work included active and passive fire safety measures such as fire risk assessments and consequential actions, alarms, fire doors, sprinklers, fire stopping and signage together with undertaking external wall surveys and preparing building safety cases for in-scope blocks. In addition, all properties are subject to regular compliance checks including, but not limited to electrical, gas, water, asbestos and fire safety checks in accordance with the relevant regulations. Two out of the three performance targets relating to compliance checks were met for Q1, and showed improvement from the position in Q4 2022-23. The third indicator (% of tenanted council properties compliant with the Decent Homes Standard) did not meet target for Q1, achieving 95% against a target of 100%. This is due to the fact that Savills recommenced the stock condition surveys in May 2023 and have reported a high number of Housing Health and Safety Rating System (HHSRS²) severe failures into the service in May and June 2023. It has been found that the threshold for 'severe' categorisation has lowered in relation to damp and mould and the team have been booking in and dealing with all severe cases. The last 20% tranche of stock condition surveys are due to complete in August 2023 to give a 100% view of the stock and as at 4 August 2023, only six properties are outstanding from the 80% tranche previously completed.
- 1.45 Initial work has been completed on introducing private sector licensing schemes which will ensure that private sector landlords demonstrate they meet minimum standards. Consultation on the scheme being proposed across ten wards took place during Q1 and closed on 31 July 2023.
- 1.46 Homelessness and rough sleeping remain challenges for Barnet, as in all London boroughs, but the new Homelessness and Rough Sleeping Strategy, approved at Cabinet on 18 July 2023 sets out how over the coming five years the council will prevent homelessness and support those who face or are at risk of becoming homeless. Several new performance indicators have been introduced to monitor the effectiveness of the initiatives being implemented and the number of homelessness preventions exceeded target for Q1, achieving 294 against a target of 237.

² The housing health and safety rating system (HHSRS) is a risk-based evaluation tool to help local authorities identify and protect against potential risks and hazards to health and safety from any deficiencies identified in dwellings.

1.47 Substance misuse is a significant support need for rough sleepers. The rough sleeper team receives specialist support from the Change Grow Live (CGL) outreach team, conducting regular joint outreach shifts to offer support to people who are rough sleeping, including at hotspots such as the Grahame Park Estate and Burnt Oak. CGL also provide significant in-reach support in rough sleeper provision, including the Homeless Action in Barnet day centre, the Somewhere Safe to Stay Hub and the sub-regional Multi-Disciplinary Hub. A link to the latest report from the Combating Drugs Partnership Board can be found in Section 9 Background Papers.

Borough of Fun (Transformation workstream)

- 1.48 This theme focuses on the outcomes of residents pulling together to improve local areas, residents think the council is making the local area a better place to live, achieving London borough of culture status – with residents experiencing a fun borough – and delivering an increased quality and investment in sports facilities, libraries and other public spaces. Key to achieving these outcomes is ensuring there is provision of appropriate spaces, supportive infrastructure and robust structure (policies and strategies) to facilitate opportunities to have fun. A draft Community Assets Strategy has been produced in Q1 which details a new approach to making the council’s assets (buildings, open spaces, intellectual and administrative resources) more easily available to community groups. The Civic and Community Events Policy, approved by Community, Leadership and Libraries Committee in February 2023, contained details of a Community Events Programme for 2023-24, focused on events that are connected to a particular culture, faith, protected characteristic or shared cultural identity. The implementation of the policy has also enabled community groups to apply for grant funding through the council in order to put on community events with the aim of fostering community cohesion and celebrating the culture of our borough. In Q1 33 events took place celebrating occasions such as Ramadan, the King’s Coronation, LGBTQ History Month and Windrush 75.
- 1.49 A range of projects to improve the public realm and highways in town centres have been agreed and planning and procurement activity has been carried out in Q1 to get these underway, including the Finchley Square project, for which the tender was released in July 2023 and the Cricklewood Junction project for which planning permission was submitted in June 2023.
- 1.50 The Events in Parks Policy was approved at Environment Committee in March 2023 and updated information, advice and guidance was launched on the council website as part of revised arrangements for Events in Parks in Q1. The system is being reviewed to maintain robustness whilst improving the process. 23 events took place in parks during Q1, with estimated attendance of over 44,000 people.
- 1.51 Considerable work took place in Q1 to commence activities which will support the bid for London Borough of Culture status. A design company was recruited to develop the Borough of Culture bid and their draft engagement plan is being reviewed. The Greater London Authority Culture Team visited the council and their feedback was positive. Create London have been appointed to lead, and publicly consult on, a Barnet Cultural Legends Project which will recognise historic figures from the borough through a contemporary take on the blue plaque scheme, and a public art and culture officer was appointed in June 2023 to begin work on drafting a public art framework. In addition, a total of 517 events and activities were delivered by or in partnership with libraries across the borough with almost 11,000 attendees.
- 1.52 The council has made a commitment to create and provide new and enhanced opportunities for all residents to have an opportunity to get involved in the many great sports and physical activities across the borough. Key activities in Q1 to achieve this included the redevelopment of Finchley Lido Leisure Centre, for which a strategic outline case was presented at Policy and

Resources Committee on 20 April 2023 (a link to the report can be found in Section 9 Background Papers); preparation for consultation and engagement on the development of West Hendon Playing Fields, which will take place from September 2023, and the commencement of scheduled works to refurbish and upgrade tennis courts across the borough. In addition, a total of ten parks were identified for investment funded via Community Infrastructure Levy (CIL). Consultation exercises have been completed for each location, which has included updated designs in some cases. Part of the investment has been directed to play areas and play improvements at seven out of the ten parks were completed in Q1 with the remaining three scheduled to take place over the remainder of the year.

Caring for the Planet

1.53 The Caring for the Planet pillar of Our Plan for Barnet consists of three themes: Journey to net zero, Enhancing the local environment and Enhancing green spaces.

Journey to net zero (Transformation workstream)

- 1.54 The outcomes for this theme are that Barnet council is net zero by 2030, Barnet borough becomes net zero by 2042, with a reduction in carbon emissions in the short term, residents and businesses benefit from green opportunities, skills and employment and there is an increase in greener travel. In Q1, work continued to prepare the council's carbon baseline for 2022-23 which has including updating the calculations and identifying data sources (collaboration with other local authorities has commenced to share learning and best practice). Delivery of actions from the Sustainability Action Plan continued to be delivered through individual workstreams. Both residential and non residential buildings have been subject to retrofit works: Energy Efficiency measures (EEMs) have been completed on a total of 31 homes, managed by The Barnet Group; £2.9 million headline grant rate of funding from the Social Housing Decarbonisation Fund (SHDF) has been awarded which will enable the delivery of fabric first retrofit to 238 homes over the next two years subject to planning application approval; within the Public Sector Decarbonisation Scheme over 100 heat pumps were installed across 19 sites. These will be switched on during Q2.
- 1.55 A major achievement in Q1 was the conclusion of the borough's first Citizens and Young People's Assemblies for Climate Change, which brought together 60 residents to answer the question "Barnet has declared a climate emergency. What more can we do together to make Barnet more sustainable, now and in the future?". A set of 20 recommendations across five themes was identified, and the council is drafting a response to the recommendations, which will be published in Q3. Work has commenced on the next steps from the Citizen's and Young People's Assembly, including working with partners to identify ways of working together to deliver recommendations.
- 1.56 As part of becoming a net zero borough, the council wants to minimise the production of waste across the borough and enable all residents to have access to sustainable waste disposal choices. The draft Reduction and Recycling Plan was submitted to the Greater London Authority for approval in Q1 and in July 2023 the council had a positive response to this draft plan. In addition, a waste management behaviour change trial has been planned to commence in Q2/Q3 2023-24.
- 1.57 In working towards the outcome of residents and businesses benefit from green opportunities, skills and employment, the aim is to leverage opportunities to make Barnet an attractive place for sustainable business and investments, as well as upskilling our communities to take advantage of new green job opportunities and green technology. On 21 June 2023, a 'retrofit' workshop for local businesses was held. Representatives from Barnet estates, Barnet Homes

and Peabody presented information on their retrofit works opportunities and what skills, qualifications and accreditations businesses would need to bid for them. There was also research conducted with other boroughs and private providers on sustainability advice and planning for local businesses and initial investigation of the anticipated skills shortage that threatens to hinder and / or delay the delivery of essential retrofit works in Barnet.

- 1.58 To encourage greener travel choices, a programme of work to increase electric vehicle charge points across Barnet is underway. In Q1, a bid for grant funding from the Onstreet Residential Chargepoint Scheme (ORCS) was successful and the council was awarded £5.2 million to cover 60% of the installation costs for the delivery of two projects, a total of up to 1,293 charge points on residential streets, which will be installed by the end of March 2024. With existing charge points, 331,895 kilowatt hours of electric charging has been undertaken in Q1, compared to 169,075 for the same period last year, an increase of 96%.

Enhancing the local environment

- 1.59 There is one overarching outcome for this theme which is to make neighbourhoods clean and green. To deliver this, the key activities are to deliver a range of flood risk improvements such as the annual programme of gully cleanses, and to move to shift to a circular economy – where people reuse, recycle and repair as many things as possible.
- 1.60 The gully programme is on schedule against the planned annual clean and performance targets for this work were achieved for Q1 and showed an improvement on performance for 2022-23. In Q1, gully monitors and water level sensors were installed at 71 flooding hotspot locations to ensure alert warnings are raised when flooding is expected to happen. Some of the installed water level sensors were tested during the recent storms where proactive response to these alerts helped to reduce the flood risk. The Local Flood Risk Management Strategy was rolled out for consultation in April 2023. This concluded on 23 June 2023 and the updated strategy, incorporating the feedback gathered, is being presented at Cabinet on 5 September 2023 for adoption.
- 1.61 To work towards the shift to a circular economy, scoping is being carried out for a Reuse Behaviour Change project to reduce single plastics and promote reuse options (as part of a North London Waste Authority (NLWA) funded campaign). In addition, waste gathered from the community skips is being sent for reuse, repair and recycling wherever possible as detailed in paragraph 1.37.

Enhancing green spaces

- 1.62 This theme focuses on the outcomes of having improved quality and provision of parks and open spaces, playing fields, woodlands and small green spaces, Barnet being an increasingly biodiverse borough, with diverse fauna and species and the council planting 1000 trees a year, with more trees in areas with lower canopy cover. Key to delivering these outcomes is the development of a new Parks and Open Spaces Strategy and a Nature Recovery Strategy. The procurement for a consultant to research and develop these strategies was completed in Q1 and the contract awarded to an external provider. They will be completing a series of engagement and consultation activities to codesign the new strategies.
- 1.63 There is also an ambition to create an award-winning strategic tree planting programme that aims to tackle inequalities and supports climate resilience. The new Tree Policy was approved at Environment Committee in March 2023 and has been implemented in Q1, alongside a new five year strategic tree planting programme, which includes a target to plant 1000 trees per year.

Site assessment and identification has been carried in during Q1 prior to planting season which starts in the autumn.

- 1.64 Applications have been submitted to both the Urban Tree Challenge Fund, administered by Forestry Commission and Local Authority Treescape Fund, administered by DEFRA (Department for Environment, Food and Rural Affairs) for funding to pay for the 1,000 tree planting target for this year, along with previous grants.

Engaged and Effective Council

- 1.65 The Engaged and Effective Council pillar of Our Plan for Barnet consists of six themes: Community participation, Working in partnership, Neighbourhood working, Improving access to services, Financially responsible and A great place to work.

Community participation (Transformation workstream)

- 1.66 There are three outcomes for the Community participation theme – that residents feel informed about what the council does, that the council acts on the concerns of local residents and that the council involves them in decision-making.
- 1.67 To help residents feel informed about what the council does, improving transparency is a key objective. In Q1 the front page of the Open Barnet Data Portal has been updated in collaboration with the Insight team and DataPress Ltd, to ensure that relevant, up to date, and interactive information is provided in an easy to access format. The majority of the Local Government Transparency Code datasets have been refreshed and a full review and health check of the current datasets has been completed and fed into a data refresh of the Open Barnet Data Portal. This work has enabled 29% of Freedom of Information (FOI) requests to be answered with published data in Q1, as well as enabling residents to self serve and access required data directly, by-passing the need to submit an FOI request. Actions to further improve are being implemented through the Transparency Engagement Plan and monitored on a monthly basis.
- 1.68 Listening to residents is also an area of focus and five Leader Listens events have been delivered as at the end of July 2023. These have been targeted to a diverse range of groups across the borough including people experiencing mild to moderate mental health issues and deaf and hard of hearing residents. Once engagement has taken place with all the identified groups, the feedback will be evaluated and next steps agreed.
- 1.69 To help achieve the outcomes of acting on residents' concerns and involving residents in decision-making, the council has adopted new governance arrangements, with additional ways that residents can become involved in meetings, at Annual Council on 23 May 2023. The move from a Committee system to an Executive system from May 2023 is intended to support more efficient decision-making, improved accountability with Cabinet Members being responsible for specific portfolios and increased transparency, with webcasting of committee meetings and remote access for meeting participants, including residents. As part of this, an online Q&A event was held for residents with the Leader and Cabinet members in June 2023. More than 50 questions were submitted in advance of the event reflecting concerns such as urban regeneration, cost of living support, town centre parking and crime and anti-social behaviour. It is expected that this will become a regular event, ensuring that Barnet becomes a 'listening council' that collaborates and builds a dialogue with residents and communities. A link to the video of the Q&A is available in Section 9 Background Papers. Arrangements to monitor the level of engagement with the democratic process, such as attending a committee in person, watching a live or recorded webcast meeting, participating in a hybrid meeting, asking

questions, making a comment, submitting a deputation or petition and applying for Area Committee funding, are being implemented and will be reported in future reports once a baseline has been established.

- 1.70 In addition, New Local has been commissioned to help produce an updated Community Participation toolkit. This will be an online resource providing advice, tips and resources for anyone planning to involve and engage the community in their project. The complete text of the toolkit is drafted and video case studies are being worked on to help bring it to life. The toolkit will be published in the autumn 2023, and a text site will be ready for people to explore in mid-September 2023.

Working in partnership

- 1.71 The aim of this theme is to further develop as an organisation that builds relationships, empowers our partnerships and acts as an enabler of discussion and change achieving the outcomes of partners telling us they feel like valued equals in their relationship with the council and the voluntary and community sector flourishing and being seen as a beacon for London / the UK.
- 1.72 The Barnet Together Alliance, established in 2018, is a long-term, cross sector partnership with the council, which increases development and capacity building support for Barnet's vital Voluntary, Community, Faith and Social Enterprise (VCFSE) sector, enabling the borough to strengthen, innovate and thrive. This partnership has already helped create and deliver more borough-wide services and opportunities and in April 2023, a workshop was held to establish objectives and measures for the partnership to drive this further forward in 2023-24.
- 1.73 A conference for partners was held in July 2023 to promote Our Plan for Barnet and approximately 40 partner organisations attended. Post event feedback including questions on how partners perceive their relationship with the council is being evaluated to help inform future service delivery.

Neighbourhood working (Transformation workstream)

- 1.74 This theme focuses on the outcome of residents and community groups telling us they are being listened to and encouraged to participate in shaping their communities. To work towards this in Q1, activities have included the Grahame Park pathfinder project (part of the transformation programme and Community Participation Strategy) which will be used as a concept piece to create an established Neighbourhood Working model that can be deployed throughout the borough, and the introduction of Partnership Boards in town centre regeneration areas. The revised Grahame Park Strategic Group (GPSG) was launched in June 2023. The group, together with a tracker to monitor the initiatives and projects taking place in Grahame Park, will allow all partners to have an overview to deter any duplications, whilst ensuring the delivery of what is needed. Partnership Boards, which bring together local residents, businesses, voluntary and community groups to help steer regeneration projects, were introduced in Hendon, North Finchley and Burnt Oak.
- 1.75 The first location Problem Solving Group (PSG) in Barnet was held in August 2022 and has continued each month to date. The PSG looks at a specific area/estate where multiple complaints of anti-social behaviour and crime have been received by the council from residents, with a commitment to make a positive change for the residents living there. The complaints are then cross-referenced with intelligence from the council database and the appropriate agencies/council departments and policing teams are invited to identify the main areas for improvement and the action they can take individually and as a group to improve the lives of

those living on the estate and experiencing issues. A resident from the estate was present at the first meeting to describe first-hand how issues on the estate were affecting her, her family, neighbours and community. The first-hand account was extremely powerful and helped to remind all attendees of the focus of the meeting. A further location PSG has now been set up and that is also proving to be successful.

Improving access to services (Transformation workstream)

- 1.76 This theme focuses on the outcome of residents finding it easy to access council services. To deliver this, good progress has continued in Q1 on delivering the Resident Experience programme with a wide range of improvements and enhancements to technology and processes.
- 1.77 Repeat callers and understanding the root cause for the contact have been the main areas of focus for telephony and web services and since April 2023, 93 improvements have been made to remove the pain points experienced on the resident journey and improve the overall experience. The impact of this is evident in the customer satisfaction scores: satisfaction with the telephony experience remained high, achieving 92.7% and exceeding both the target and 2022-23 outturn.
- 1.78 Following the implementation of a new British Sign Language 'live' tool on the website to support deaf/hard of hearing to access services via the phone, as well as a new web tool 'ReciteMe' to support those with visual impairments to access online content in 2022-23, usage of these has increased month on month. In Q1, the service collaborated with accessibility and inclusion partners on the benefits of digital accessibility tools and opening up services in order to develop this area further.
- 1.79 The service also started to work with and support services to develop service improvement plans to improve resident experience and access to services. In Q1 they have completed a service design review and recommendations for the Registrars ceremonies offer, and completed a review and improvement plan for the Corporate Complaints system to better capture root causes and improvements to resident experience.
- 1.80 Guidance and resources for resident-centric service design and improvement were made available to staff on the intranet in June 2023, launched with a breakfast briefing and followed up by lunch and learn sessions. All sessions were well attended.

Financially responsible

- 1.81 This theme focuses on the outcome of the council being able to balance our budget without cutting services, for which the Medium Term Financial Strategy (MTFS) and budget monitoring are critical to delivery. A report on the MTFS was presented at Cabinet on 18 July 2023 and the recommendations within it were approved or noted as required. A link to the report can be found in Section 9 Background Papers.
- 1.82 A detailed budget report is being presented to Cabinet on 5 September 2023 and confirms that rising demand for services, more acutely presenting in social care settings, continues to be a financial challenge for the council, against a backdrop of rising costs faced by care sector providers. Coupled with the impact of the national discharge to assess scheme resulting in continued high demand from the NHS. The council is focusing on the key financial risks identified in addition to the 2023/24 budget, via the monthly monitoring process and the introduction of a Financial Sustainability Board. There are opportunities for additional income realisation and cost mitigation which are being explored, alongside possible efficiencies identified via the Transformation Strategy.

A great place to work (Transformation workstream)

- 1.83 This theme has three outcomes: that staff feel valued, staff tell us they feel proud to be part of Team Barnet, and the council is a truly inclusive employer (including in the way in recruits and develops staff). The ambition is for the council to be an employer of choice, that attracts the best staff and that our people feel proud to work for the council. In Q1, the council continued to develop and promote its employer brand. Further work will be carried out through the rest of the year to progress this further. An Engagement Strategy has been produced and implementation commenced in Q1. The strategy includes a review of the way in which the council engages the “voice” of its staff through surveys and other engagement mechanisms. In working towards inclusive recruitment, anonymised recruitment has been implemented and monitoring in Q1 showed that not only are the majority of vacancies being filled via anonymised recruitment but also most of the shortlisting and interview panels have had gender and ethnicity diversity.
- 1.84 The Equality, Diversity and Inclusion (EDI) action plan which was developed in 2022-23, continued to be implemented in Q1 and monthly monitoring is in place via the EDI Steering Group. Achievements so far include becoming a disability confident employer, signing up to London Council’s Race Equality Charter, further developing the EDI Dashboard, rolling out further training, including disability awareness, and implementing anonymised recruitment.
- 1.85 Finally, to support staff in maintaining a good work life balance and in looking after their physical wellbeing and mental health, the Workplace Wellbeing Strategy has been reviewed to ensure it remains relevant. A draft workplace wellbeing action plan has been produced and consultation with wellbeing champions in each service and trade unions will commence in September 2023.

2. Alternative Options Considered and Not Recommended

2.1 None.

3. Post Decision Implementation

3.1 None.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 4.1 This report provides an update on activity and performance for Q1 2023-24 to demonstrate the progress that is being made on delivering against the outcomes the council has committed to working towards in Our Plan for Barnet, using the activities and performance indicators captured in the Delivery and Outcomes Framework.
- 4.2 The purpose of the Delivery and Outcomes Framework is to answer the “so what?” question, the presumption being that the successful delivery of defined activities will have a positive impact on outcomes for residents.

Corporate Performance / Outcome Measures

- 4.3 The Delivery and Outcomes Framework is the means through which we provide assurance that the council’s priorities are being delivered as planned and highlight any potential areas of concern. It focuses on the key activities being carried out under each theme and the most appropriate way of measuring the progress and impact of these activities. This includes a

combination of *Outcome* Indicators that measure impact (e.g. percentage of residents who report that it is easy to access council services), *Key Performance* Indicators that measure activity (e.g. percentage of cases resolved using self-service via online forms and automated phone lines) and a narrative on progress against key activities.

Sustainability

4.4 There are no direct impacts on sustainability from noting the recommendations.

Corporate Parenting

4.5 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

4.6 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and the high-level (scoring 15+) risks for Q1 are included in this report in Appendix B, as well as being reported to GARMS as part of a wider corporate risk report.

4.7 All risks have been mapped to the pillars and themes of Our Plan for Barnet and many relate to business as usual activity, whereas this report focuses on the specific activity in Our Plan. Relevant risks relating to the activities reported above are listed below:

Theme	Risk ID	Risk Title
Living well	AD017	Shortage of community equipment
Quality, affordable homes	TBG001	Increased demand for temporary accommodation
Quality, affordable homes	TBG002	Health, safety and compliance issues
Financially responsible	AD001	Increased overspend to meet statutory duties

Insight

4.8 In developing Our Plan for Barnet, insight and intelligence data has been used to identify priorities and support decision-making. The Delivery and Outcomes Framework brings together data from across the organisation into one place, allowing a comprehensive view of progress and performance against the pillars and themes of Our Plan for Barnet. Once the Delivery and Outcomes Framework has been established, analysis of the data will include comparison against external benchmarking data to help identify areas of best practise or where further focus might be required.

4.9 Benchmarking data for the indicators in the Delivery and Outcomes Framework is limited because many of the indicators are specific to Barnet, or data from other local authorities is not publicly available. However, where information could be sourced, this has been included in Appendix C and this aspect of the reporting will be developed further over the coming year.

Social Value

4.10 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits.

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

5.1 A budget report is provided separately to Cabinet.

6. Legal Implications and Constitution References

6.1 The council's Constitution, Part 2D Terms of Reference and Delegation of Duties to the Cabinet, sets out the functions of the Executive (Cabinet) which includes responsibility for the following functions:

- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the council.
- Monitoring the implementation of the budget and financial strategy.
- Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the council's Policy Framework and implementing those approved by Council.
- Approving policies that are not part of the policy framework.
- Management of the council's Capital Programme.

7. Consultation

7.1 Obtaining resident feedback has formed part of the development of Our Plan for Barnet and there are a number of performance indicators from the Residents' Perception Survey in the Delivery and Outcomes Framework. This helps to inform service delivery, service development and service improvement.

8. Equalities and Diversity

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

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

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

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

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups.

This is also what we expect of our partners.

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

9. Background Papers

9.1 Our Plan for Barnet: <https://barnet.moderngov.co.uk/documents/s76605/Barnet%20Corporate%20Plan%202023-26.pdf>

- 9.2 Joint Health and Wellbeing Strategy – Implementation Plan and Key Performance Indicators 11 May 2023:
<https://barnet.moderngov.co.uk/documents/s77880/23-04-27%20-%20JHWBS%20Implementation%20Report%20FINAL.pdf>
- 9.3 Family Services Quarterly Update, 8 June 2023:
<https://barnet.moderngov.co.uk/documents/s78325/Family%20Services%20Quarterly%20Update.pdf>
- 9.4 Safer Communities Partnership Board, 19 July 2023, including the Serious Violence Duty Needs Assessment; Safer Communities Partnership Board Annual Report 2022-23 and Family Services Domestic Abuse and Violence Against Women & Girls (VAWG) Annual Report:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?Cid=457&Mid=11406&Ver=4>
- 9.5 Housing Strategy, Homelessness and Rough Sleeping Strategy, Tenancy Strategy, and Housing Allocation Scheme, 18 July 2023:
<https://barnet.moderngov.co.uk/documents/s79125/Housing%20Strategy%20Homelessness%20and%20Rough%20Sleeping%20Strategy%20Tenancy%20Strategy%20and%20Housing%20Allocation%20Sc.pdf>
- 9.6 Connected Places Transformation Programme:
<https://barnet.moderngov.co.uk/documents/s79139/Connected%20Places%20Cabinet%20Paper%20-%20Public%20Report%20-.pdf>
- 9.7 Combating Drugs Partnership Board and Needs Assessment, 27 July 2023:
<https://barnet.moderngov.co.uk/documents/s79237/HWBB%20-%20CDPB%20-May%202023.pdf>
- 9.8 Great North Leisure Park and the Finchley Lido Leisure Centre, 20 April 2023:
<https://barnet.moderngov.co.uk/documents/s77622/GNLP%20and%20Leisure%20Relocation%20PR%20April%202023.pdf>
- 9.9 Q&A event with the Leader and Cabinet members, 22 June 2023:
<https://www.barnet.gov.uk/news/barnets-residents-put-questions-council-leader-and-cabinet-members-first-qa>
- 9.10 Business Planning 2024-2030, Transformation Programme, and In-Year Budget Management 2023/24, 18 July 2023:
<https://barnet.moderngov.co.uk/documents/s79037/Business%20Planning%202024-2030%20Transformation%20Programme%20and%20In-Year%20Budget%20Management.pdf>