

	<h2>Cabinet</h2>
Title	Our Plan for Barnet – Delivery and Outcomes Framework, Q2 2023-24
Date of meeting	14 November 2023
Report of	Councillor Barry Rawlings, Leader and Cabinet Member for Resources and Effective Council
Wards	All
Status	Public
Key	Non-key
Urgent	No
Appendices	Appendix A - Q2 2023-24 Performance Detail Appendix B - Q2 2023-24 High Level Risks (15+) by Our Plan Theme Appendix C - Latest Available Benchmarking Data Appendix D - Oflog Metrics with Comparators
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<h3>Summary</h3>	
<p>This report provides an update on activity and performance for Q2 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.</p>	
<h3>Recommendations</h3>	

1. That Cabinet note the contents of Our Plan for Barnet – Delivery and Outcomes Framework, Q2 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 are in the process of reviewing the report to ensure that it reflects an appropriate mix of new activity and core business. This will be presented in the Q3 report.
- 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. There are 110 indicators in total of which 56 are reported on quarterly. 18 of these currently have quarterly targets and 16 of these achieved or exceeded that target in Q2. Two indicators (Number of visits across Better leisure facilities and % of tenanted council properties compliant with the Decent Homes Standard) did not achieve the target; the reasons for this are set out under the relevant theme commentary below (Living well and Quality affordable homes).

Caring for People

- 1.5 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).

- 1.6 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 makes 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 and is scheduled for consideration by Cabinet in November 2023. In Q2, initial workshops with community groups and residents have been completed to inform the new policy and further community engagement is being arranged to support policy development. A State of the

Borough Report on inequalities in the borough has been drafted which will form part of the evidence base to inform the new EDI policy. This has been circulated to Cabinet members and was discussed at the new Cabinet/CMT Policy Development meeting on 23 October 2023.

- 1.7 The 2021-22 Residents' Perception Survey showed that disabled residents are significantly less likely to be satisfied across a number of key indicators, compared to residents without a disability. To investigate these findings in-depth, the Tackling the Gaps Working Group commissioned Habitus, a specialised ethnographic research company to conduct a research study to understand the lived experiences of disabled residents. The recommendations from that report are being reviewed to consider how the council can best respond and the insights collected will support the development of the new EDI Policy as well as feeding into broader council strategic objectives.
- 1.8 Work has continued towards applying for Barnet to be accredited as a "Borough of Sanctuary" in Q2. The consultation on the Borough of Sanctuary strategy has not taken place with the Borough of Sanctuary Network as planned due to a request to change the format of these networks. However, the aim will be to consult with members via email on the draft strategy ahead of December 2023. Work is also taking place to draft the application form so it can be submitted following Cabinet.
- 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 Q2, 175 residents attended support and drop in sessions across the borough, 59 free SIM cards were distributed, and 19 laptops were given to residents. In September 2023, the quarterly Barnet Employability Group Meeting¹ had the theme of Digital Inclusion and featured presentations and a Q&A with BOOST, Forwards Trust, Ingeus and the Digital Inclusion Hub.
- 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 an update on the Health and Wellbeing Strategy on 28 September 2023². Of the 33 actions in the Phase 2 Implementation Plan, 30 or 91% of actions were either completed or on target, up from 85% in Q1. Catch up activity is taking place for all actions that are not on target. Delivery highlights this quarter included increasing the number of businesses participating in at least one strand of the Healthier High Streets programme to 106 and completion of a range of strategies and plans (such as North Central London Population Health and Integrated Care Strategy; Children and Young People's Plan) which will form the basis for future action and delivery.

Reducing poverty (Transformation workstream)

- 1.11 This theme focuses on delivering the outcomes of reduced poverty in our communities; the council, contractors and local businesses and partners pay the living wage; and residents are engaged in employment. Following the launch of Barnet's new benefit calculator in Q1, residents continued to make use of the tool to identify further financial support available to

¹ This virtual meeting is open to our wider borough network of providers, employers and other stakeholders totalling around 400 individuals.

² A link to the report can be found in Section 9, Background papers.

them. As at 30 September 2023, 3,723 residents have fully completed the calculator, with 42% then going on to click through to apply for financial support identified. Monitoring and analysis of usage continued to be developed in Q2 and as part of the continuous improvement process, the questions within the calculator are being refined to provide deeper insight and add more value to residents. As a result of this work, in October 2023 the service was awarded the Excellence in Innovation Award in the Fight Against Poverty by the Institute of Revenues Rating and Valuation (IRRV).

- 1.12 During Q2, work has taken place to draft a paper on reducing poverty with associated action plan. This was submitted and approved at Cabinet on 18 October 2023 and highlighted links to other themes to ensure policy join up, evaluation of the cost of living programme and the intention to provide an updated Council Tax Support and Residents' Support Fund policy, which will be submitted to Cabinet in Q4. A link to the report can be found in Section 9 Background Papers.
- 1.13 The review and refresh of the Social Value policy was completed in Q2 and the updated paper was approved at Cabinet on 18 October 2023. Implementation is now underway with a focus on greater expectations around job creation. A link to the report can be found in Section 9 Background Papers.
- 1.14 Good progress towards becoming accredited as a London Living Wage employer has continued in Q2: all non-social care contracts paying the living wage have been identified and work has commenced with the small number that are not meeting the correct level to support them to meet the target. In Adult Social Care, the Living Wage is being paid to a large number of contracts, and of the extra-care schemes, all but one are paying the living wage; this scheme is working towards this. The service is working with the Living Wage Foundation to determine the most appropriate route for managing Home Care and enablement and Residential and Nursing care.
- 1.15 Delivery of the BOOST (employment, benefit advice, skills and wellbeing project to help Barnet residents) three year plan continued in Q2. Activities in Q2 included the launch of a weekly job club at Dollis Valley in July 2023, the recruitment of a third Ukrainian refugee adviser, funded by World Jewish relief, attendance at three job fairs which resulted in 69 sign ups and increased geographical coverage of the borough by BOOST, with service delivery now available from Chipping Barnet Library weekly, Burnt Oak daily, Finchley Food bank monthly and 184 Cricklewood daily (apart from Fridays). As a result of the support given by BOOST, 122 residents started work following their participation in Employment Projects and 47% of residents who undertook BOOST programmes found employment, slightly below the same period last year where 48% found employment. BOOST have confirmed that client engagement has seen 75% seeking help with cost of living and/or in work poverty and just 25% wanting help with employment and skills in Q2.
- 1.16 This year's Barnet Group Apprenticeship Programme has received a total of 133 applications, shortlisted down to 28 who will be interviewed in order to decide who will fill the ten available places.
- 1.17 Good progress has been made in Q2 in working to convert the old Argos site in Edgware into a construction and green skills centre in Barnet. The intention is that the centre will be the flagship element of the skills and employment offer for Edgware regeneration programme with strong links to Brent Cross and will launch in Q4. The working group of key stakeholders has been formed, funding has been sought from Shell and Related Argent and The Skills Centre (TSC) have created feasibility studies for them which will be progressed in Q3.

Family Friendly

- 1.18 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 21 September 2023. A link to the update can be found in Section 9 Background Papers.
- 1.19 The My Say Matters strategy is central to the Family Friendly theme. Its implementation has resulted in an increased volume of feedback from children, young people, and families across all service areas. This feedback has been incorporated in planning practitioner training and developing services that align with the expressed needs of families. Participation and co-production which were initially led by the participation team are now being more consistently embedded across the service and practitioners are becoming increasingly involved in leading areas of this work. A My Say Matters annual report went to the last Children and Education Overview and Scrutiny Committee. A link to the report can be found in Section 9 Background Papers.
- 1.20 In Education, following on from work in Q1³, Barnet Education and Learning Service (BELS) continued to support, challenge and monitor schools and settings effectively. 2023 provisional achievement data from Barnet schools shows that Key Stage 1 attainment is in the top third of country, while Key Stage 2 attainment is in the top 20% and progress between Key Stage 1 and Key Stage 2 is in the top 10%. Scoping for the new Library Strategy began in Q2, focusing on Member engagement with recommendations for resident engagement and/or public consultation being considered during Q3.
- 1.21 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 Q2. 2023 provisional achievement data from Barnet schools shows a big increase in Good Level of development at Early Years (now above national and in the 18th percentile).
- 1.22 A key focus for this theme is to support 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. The Children and Young People's Mental Health and Wellbeing Board has been fully established in Q2 with members from all provider trusts. Work is ongoing to enhance joined up working across the system and on pathways. Priorities for the Board in Q2 included sharing of performance data between services to establish the gaps and challenges, setting up a task and finish group led by the Royal Free London and the Barnet Enfield and Haringey Mental Health Trust, which will begin exploring a joint pathway for ADHD and autism diagnosis for under 7s, and introducing parent carer involvement to enhance the Waiting Room⁴ developed by Tavistock and Portman.
- 1.23 There were three celebration events during Q2: in July, the achievements and life journeys of our care experienced young people were celebrated at the summer celebration BBQ event,

³ A link to Our Plan for Barnet – Delivery and Outcomes Framework Report Q1 2023-24 can be found in Section 9, Background papers.

⁴ The Waiting Room is a new NHS website packed with mental health information and resources, designed to help users navigate support options for mental health and wellbeing. The website was co-produced with young people, families and professionals, and acts as a one-stop shop for information on specialist mental health services, voluntary sector organisations and self-management resources.

which more than 90 people attended; in August, the annual Summer Celebration for all children and young people in care, their carers, social workers and other Family Services staff was held and then the Barnet Carer Support Team hosted their first Special Guardianship⁵ Summer Fun Day, which gave children and young people an opportunity, as they had requested, to meet with other children who cannot live with their parents and live with grandparents, aunts, uncles and ex-foster carers. 44 Special Guardians, children and young people attended the event, enjoying a range of activities and food with overwhelmingly positive feedback from Special Guardians, children and staff.

- 1.24 Over the summer, support was offered to children and young people mental health with a campaign called Don't Hide Your Mind – Talk About It. This can be an extremely anxious time for young people, getting exam results, leaving school and trying to work out what is next for them. There was a prelaunch package during August to support young people during exam results weeks.
- 1.25 Additional recurring investment into the Children's Integrated Therapies services from the council (BELS) and Integrated Care Board (ICB) has been secured and further opportunities for funding and investment are being explored. Work took place in Q2 between the ICB, the Whittington, BELS and parent carers to establish the priorities for the core service delivery model. It is envisaged that one off investments will target where there are gaps in provision that the core funding/model cannot deliver including a focus on demand management and supporting children and young people without requiring an Education, Health and Care plan (EHCP). In addition, funding has been made available from the Department for Education and National Health Service England to implement the Early Language Support for Every Child (ELSEC) programme. Over the next two years this funding will be used to test, in partnership with the ICB and partner boroughs, new models of working to meet speech and communication needs of children and young people in education settings, by giving them swifter access to specialist support.
- 1.26 Following an Expression of Interest, Barnet has been selected by the Department for Education to be the Lead Local Authority for the London Change Programme Partnership (CPP). The other London partners are Enfield, Camden and Islington. There are 8 other CPPs nationally and each area has been awarded £5.8 million over two years. The SEND and Alternative Provision (AP) Change Programme is designed to test and refine proposed system-level SEND and AP reforms building the necessary evidence base to inform future decisions on embedding those changes across the system via legislation and/or funding.
- 1.27 Implementation of the Post-16 Education and Skills Strategy continued in Q2 and the latest published figures for young people who are not in employment, education or training (NEET) continued to be very low and the fourth best in the country.
- 1.28 In working towards the outcome of young people being safe and secure in Q2, public consultation commenced on the Tackling Violence and Exploitation Strategy, with focus groups held throughout August and September 2023 with children and young people, key stakeholders and voluntary, community, faith and social enterprise sector providers. A strategic needs assessment (SNA) is being undertaken in accordance with the Serious Violence Duty 2023; the draft strategy and SNA will be presented to the Overview and Scrutiny Committee on 7 November 2023 and a Serious Violence Strategy developed and implemented via the Safer Communities Partnership in 2024.

⁵ Special guardianship is a family court order that places a child or young person in long-term care with someone other than their parent(s). The person(s) with whom the child lives with will become the child's special guardian.

1.29 The Youth Justice Plan 2023 has been submitted to the Youth Justice Board and is awaiting feedback. The updated Youth Justice Plan will be presented to the Overview and Scrutiny Committee on 7 November 2023. Delivery of the Youth Justice Plan continued in Q2 and updates are presented quarterly at statutory Youth Justice Matters (YOT Management Board) meetings and the Safer Communities Partnership Board.

Living well

- 1.30 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.
- 1.31 In Q2, following the launch of the new employment support service⁶ in partnership with the West London Alliance in Q1, the service mobilised and has seen a significant uptake in referrals from Barnet. Performance data will be available from Q3. The council's carved employment⁷ scheme continued to progress in Q2: possible participants were referred to BOOST and received initial assessments and are waiting for suitable roles to be advertised. A number of roles have been identified: job specifications are to be defined then the service will work with HR to facilitate a trial day. In addition, support networks from outside agencies have been established to support applicants once in roles.
- 1.32 The specialist disability advisor recruited in Q1 continued to work with partners in Q2 to establish links and networks with the voluntary and community sectors and employers in Barnet, as well as carry a caseload. Demand is very high for the service and their capacity is being monitored to ensure cases are progressed and the best outcomes achieved. The inaugural disability employment forum will be held in October 2023 and will include feedback from a partner survey.
- 1.33 As part of the Autism Action Plan, following the pilot in Q1, the mental health and autism service with voluntary sector providers mobilised in September 2023. The purpose of this is to deliver therapeutic support to autistic adults who are experiencing mental health challenges. Preparation for the delivery of Oliver McGowan training⁸ continued including joint planning with the North Central London Integrated Care Board (NCL ICB) and was launched in September 2023.
- 1.34 A big factor in keeping people well and healthy is living in a home that suits them. The tender for the new accommodation and support service was issued in Q2 and bids from providers were assessed in September 2023. The service is working in collaboration with Barnet Homes

⁶ The new service has a remit to support people who have a long-term condition or are on long-term sick leave to find or return to work.

⁷ Carved employment or job carving is the act of analysing work duties performed in a given job and identifying specific tasks that might be assigned to an employee with severe disabilities.

⁸ The Oliver McGowan Mandatory Training on Learning Disability and Autism is a standardised training package to ensure that staff across health and social care develop a common understanding of key issues and that consistent language is used across health and care organisations.

on the agreed priorities under the housing strategies, and action plans are being developed along with proposals for oversight and governance. In Q2, a new system was implemented where the discharging social worker on a Pathway 3 care home admission retains the case to complete a post-discharge assessment and NHS Continuing Healthcare (CHC) work to reduce delays and improve the quality of service. There is therefore more opportunity to return people home after a short stay in a care home. The occupational therapy-led service is leading to improved outcomes for residents and a larger percentage of service users discharged with reablement are being supported back to their pre-hospital baseline without any ongoing support from the council. In October 2023, a workshop will be held to plan the expansion of the discharge model and an options appraisal has been drafted in Q2 to review and plan improvements to weekend hospital working; this will be finalised in Q3 before implementation.

- 1.35 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 Q2, following the facilitation of co-production sessions with residents and voluntary and community sector organisations across the borough, a Mental Health Charter has been developed which was launched on 10 October 2023. Barnet's first Dementia Strategy was published on the council website in August 2023 and implementation of the action plan, co-designed with partners and residents, commenced. Progress has been reported to the Aging Well workstream of the Barnet Borough Partnership.
- 1.36 A comprehensive action plan for the Barnet Suicide Prevention Strategy has been co-produced with a wide-range of partners: attention has been given to minimising the impact of the key risk factors for suicide across all age groups - children and young people, adults and older adults. A suicide prevention training programme has been commissioned and sessions will be delivered from October 2023. Barnet's borough-wide suicide prevention campaign, devised by Public Health, Communications (with contributions/input from Grassroots suicide prevention), Community Barnet and Andy's Man Club, won an award in October 2023 as part of the UKPHR Chamberlain Dunn Awards. Under the category of the Best Digital Initiative, aspects of the campaign that captured the judging panel included demonstration of strong partnership working, sensitive approach to a difficult subject, changing the way we work in terms of targeting campaigns using digital promotion and community engagement. Other councils are using Barnet's Suicide Prevention campaign as a case study.
- 1.37 Barnet is working to become a Dementia Friendly Borough and during Q2, attention has been given to the Dementia Friendly High Streets programme inviting businesses to sign up. Following the publication of Barnet's first Dementia Strategy, plans have been developed to raise awareness including filming individual case studies as well as dementia friendly communities to mark the achievement.
- 1.38 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. The feedback process that was introduced in Q1 was rolled out across more teams in Q2, using learning from the initial implementation. There has been a lot of positive feedback about individual practitioners, and it has been possible to identify wider themes and share learning thanks to the increasing levels of feedback being received. Following review of the Resident Involvement Board, recruitment for the new board took place in Q2, with a high level of interest from residents who applied to be on the board. Voting has taken place and the new board was announced in September 2023 with the first meeting due to be held in Q3.

- 1.39 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. Proactive community engagement has increased the visibility of the engagement and co-production approach in adult social care. The People's Voice group continues to grow each month, and these residents have contributed to working groups and wider council initiatives including the review of wellbeing provision in the borough, decision making on the implementation of accessible facilities for disabled residents via the Changing Places Toilet scheme, as well as autistic adult representatives helping to develop training for practitioners. Also in Q2, a framework has been developed to capture insights and measure impact from the ongoing engagement work, which will be analysed in Q3.
- 1.40 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 Q2. Partner updates from Q1 were received and reviewed, Q2 updates are being collated and a FAB Board meeting is being convened in October 2023 to assess progress at the half year stage. One of the main agenda items will be to consider forming a small Executive with one representative from each of the key sectors to assist with effective management to reduce the burden on such a large administrative task and spread ownership of and engagement in the success of the strategy. The number of visits across Barnet leisure facilities dipped in Q2 (372,750) to below target (394,625), with the poorer summer weather especially impacting at Finchley Lido. GLL remain confident that the end of year target will still be achieved.
- 1.41 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.

Caring for Our Places

- 1.42 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

- 1.43 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 Q2 focused on the continuation of public realm improvements and creative placemaking started in Q1. As well as a variety of ongoing programmes of development and events, the service also developed internal processes to facilitate and coordinate the new Business Improvement District in Edgware which launched in September 2023, supported the conclusion of the Finchley Food Trail and secured £170,000 of Green and Resilient Funding from the Mayor of London for street trees and sustainable drainage systems (SuDS); proposals are being developed for Ballards Lane in Finchley Central.
- 1.44 To ensure high standards of cleanliness and care across the borough, the programme of residential street cleansing was completed in Q2 with over 2,000 roads attended, equating to 100% of the planned target. The service has been preparing for full leaf clearing operations, due to commence from 30 October 2023, but due to recent storms this work has been started early where capacity can be made available.

- 1.45 The community skips programme continued in Q2 with the service now operating on a business as usual basis. Collections of some reusable items including textiles, bikes and toys are in place, and some are reused in the North London Waste Authority's reuse shop. Skip locations and dates have been reviewed in advance of each phase but are largely established and published on the website in advance. Phase 4 locations are due to go live at the end of October 2023.
- 1.46 To support high standards of care, the Highways service continued to demonstrate strong performance in effectively managing and addressing Category 1, 2 and 3 defects throughout the network in Q2. The yearly inspection schedule met 100% performance target for completing all planned monthly inspections in Q2 and the target was exceeded for remedial works related to Category 1 defects, achieving 95% against a 90% target. In addition, for Categories 2 and 3, performance was 91% against a target of 90%. The Highway Investment Strategy has been developed and the outcomes are being built into the council's MTFS budget setting exercise. The strategy sets out the current network position with particular reference to footways and carriageways and identifies a range of investment options for consideration. These options will be assessed by the council management team and Cabinet Members and the intention is to report to Cabinet and Full Council in February 2024.
- 1.47 The next Safer Communities Partnership Board (SCPB) is on 24 November 2023 where an update of all activities and statistics of the Community Safety Team, police and partners will be presented. The report will document the work to date towards the priorities of the Community Safety Strategy and will highlight successes of projects and exercises carried out. During Q2, the Community Safety Hubs programme continued and is under review. Ward walks continued to be very successful in Q2 and are recognised as a tool for increased communication with councillors and residents for a range of issues encountered, such as crime, anti-social behaviour, fly tipping, street lighting, CCTV and street cleansing. A report detailing the review of the hubs and ward walks will be presented at the SCPB in November 2023.
- 1.48 The new Colindale CCTV control room went live on 25 September 2023. A formal launch of this facility took place on 3 October 2023 to which the Leader and relevant partners were invited and it was also covered in internal communications and social media. The CCTV project continued to assess and install new CCTV sites across the borough in conjunction with the rollout of the fibre west programme. Finally, Public Spaces Protection Orders (PSPO) enforcement continued across the borough in Q2, with the parks patrol included at weekends. The project concluded at the beginning of October 2023 and a Parks project evaluation report will be presented at SCPB in November 2023.

Quality, affordable homes

- 1.49 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, following the approval of the Housing Strategy by Cabinet in July 2023, work in Q2 was focused on engaging with a range of services to inform the implementation plans. The development of Brent Cross Town continued in Q2: the Brent Cross West station is on track to open in Q3, Whitefield Estate low rise replacement homes are due to complete in November 2023, with residents moving to their new homes in Q4, and the topping out⁹ of plot 12 took place. Plot 12 will be replacement housing for the Whitefield

⁹ In building construction, topping out (sometimes referred to as topping off) is a builders' rite traditionally held when the last beam (or its equivalent) is placed atop a structure during its construction.

Estate high rise. At Grahame Park, construction of Plot A continued to progress and Wates continued to hold coffee mornings that residents can attend. The Secretary of State for Levelling Up, Housing and Communities confirmed the compulsory purchase order (CPO) number 2 on 17 July 2023. The council and Barnet Homes are also progressing a scheme to bring forward the regeneration of the north east corner of the Estate with work underway to prepare for the launch of a procurement process for a delivery partner. It is expected that the procurement will launch in Q3.

- 1.50 During Q2, a programme has been developed for delivery of the Connected Places agenda, including the steps required to draft an outline business case in spring 2024. The West London Alliance submitted a bid to the Department for Science Innovation and Technology (DSIT) for a 5G innovation region and if successful, Barnet will secure a portion of the funding. In terms of deployment of the new CCTV Fibre Broadband network, 116 circuits have been completed with 11 outstanding and the control room has been relocated to the borough. A contract with BT for five years has been signed for the CCTV network 'overlay services'.
- 1.51 Development of new homes continued in Q2 and there has been good progress with the 1000 homes programme. In August 2023, the council exchanged contracts to acquire 249 homes within the Colindale Gardens Schemes. These will all be let at London Affordable rents and so will contribute to the 1000 council homes commitment in Our Plan for Barnet.
- 1.52 As part of the Building Safety Act 2022¹⁰, there was a requirement to register all in scope buildings by 30 September 2023. 15 buildings were found to be in scope in Barnet and all have been registered on time. Further external wall surveys have been approved and are underway for blocks between 11 and 18 metres in height, due for completion in May 2024. All properties continued to be subject to regular compliance checks including, but not limited to, electrical, gas, water, asbestos and fire safety checks in accordance with the relevant regulations.
- 1.53 Two out of the three performance targets relating to compliance checks were met for Q2, with the third indicator (% of tenanted council properties compliant with the Decent Homes Standard) showing an improvement on Q1, but just missing the target (99.5% against a target of 100%). This equates to 46 properties, which currently do not meet the standard. These are all in progress with appointments booked.
- 1.54 In June 2023, following a serious fire at Moss Hall Grove where one house caught fire and spread to three other linked properties in the block, concerns were raised about the fire safety integrity of this type of construction. In Q2 a review of UPVC and timber clad/timber frame houses commenced to identify whether remediation is required.
- 1.55 A comprehensive online licensing system for the planned selective licensing schemes was procured in Q2 and is planned to be installed in Q3. Once in place, the designation for the first Selective Licensing Scheme will be signed giving three months before scheme commencement. The consultation which commenced in Q1 for proposals for a privately rented property licensing scheme was completed in Q2 and findings are being collated for review in Q3.
- 1.56 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

¹⁰ The Building Safety Act 2022 is primary legislation which establishes in law a framework for building safety both during design and construction and in occupation.

of homelessness preventions in the first half of the year (633, for Q1 and Q2) exceeded the target of 474.

Borough of Fun (Transformation workstream)

- 1.57 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. Development of the draft Community Assets Strategy continued in Q2, with feedback received from the Estates service on the way buildings are being used as well as feedback from some of the organisations using community assets. Follow up with the remaining organisations who have not yet responded is underway. Implementation of the Civic and Community Events Policy continued in Q2, enabling 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 Q2, 13 events took place celebrating occasions such as South Asian Heritage Month, Pride and the International Women’s Day Awards.
- 1.58 Delivery of a range of projects to improve the public realm and highways in town centres continued in Q2 such as the launch of the Finchley Central Open Gallery pop up that will form the foundation for the permanent Open Gallery, which is due to be delivered in 2024. The service worked on public realm proposals for Golders Green and development of the Burnt Oak improvement project, and design proposals were finalised for the public space improvement works on the Talley Ho, North Finchley. The improvements will support the delivery of the North Finchley community cultural events programme, due in late spring/early summer 2024.
- 1.59 The Events in Parks Policy was approved at Environment Committee in March 2023 and following on from Q1, further improvements to the look and feel of the website, as well as guidance for residents were implemented in Q2. 18 events took place in parks during Q2, with estimated attendance of over 53,000 people. A wider project is underway to review the process for all types of events across the council, with the aim of making holding an event in Barnet easier while upholding the required safety standards. The recommendations from this should be finalised during Q3.
- 1.60 In Q2, work continued to draft the bid for London Borough of Culture 2027: a communications campaign and residents survey was launched called ‘Our Barnet Canvas’ with over 1000 respondents as well as an engagement programme with sessions involving the art, community and heritage sector. A draft application is to be submitted to the Greater London Authority (GLA) for review, leading up to the final submission. To develop the new Arts and Culture Strategy, a workshop took place with the Culture Steering Group to identify draft priorities for the strategy, and Create London have begun work on the Barnet Cultural Legends Project, which will recognise historic figures from the borough through a contemporary take on the blue plaque scheme. In addition, a total of 320 events and activities were delivered by or in partnership with libraries across the borough with over 7,000 attendees. This is a reduction compared to Q1, due to the planned pause of some activities over the summer in order to deliver the Summer Reading Challenge - this year entitled Ready, Set Read. Over 2,300 children between the ages of 0 and 12 participated in this year's challenge, which is an 18% increase on participation levels in 2022. The Creative Communities programme of events continued from September 2023.

1.61 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 Q2 to achieve this included the redevelopment of Finchley Lido Leisure Centre, for which public consultation and engagement was undertaken, such as community conversation workshops, drop in sessions and an online survey; the results will be collated in Q3 and assessed alongside the development of an outline business case. A consultation and engagement plan was drafted for the development of West Hendon Playing Fields and this is being delivered in Q3. The tennis improvement programme, including the rollout of the season ticket pricing model which started on 4 September 2023, was completed in Q2 and the play consultation for Barnet Playing Fields was also completed, including two drop in events. Responses have been collated and the draft design to improve the provision of play facilities produced. Implementation activities will be carried out in Q3.

Caring for the Planet

1.62 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)

- 1.63 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 Q2, work continued to prepare the council's annual carbon baseline for 2022-23 which is anticipated to be completed in Q3 and a report drafted with the findings to present progress towards net zero.
- 1.64 Progress in delivering the actions from the Sustainability Action Plan continued through the individual themes to reach net zero as an organisation. Notably, in the Built Environment theme, retrofit programmes have continued to progress for both residential and non-residential buildings. Following the award of £2.9 million grant funding from the Social Housing Decarbonisation Fund (SHDF) in Q1 to enable the delivery of fabric first retrofit to 238 homes over the next two years, planning permission has been granted for the first batch of homes and Barnet Homes are proceeding with works. 'Deep' retrofit works are also being finalised for a school caretakers' home to at least EPC-B with gas free heating.
- 1.65 The council has been working with other local authorities and external consultants to assess options for renewable energy procurement through a joint power purchase agreement (PPA). The aim of this project is to further reduce the council's carbon footprint and scope 1 and 2 emissions, whilst delivering a return on investment.
- 1.66 The council's response to the Citizens' Assembly recommendations was drafted in Q2, and the full response will be launched to assembly participants in November 2023. Work has commenced in collaboration with TPXimpact to develop community action groups who will deliver recommendations from the Citizens' Assembly, alongside partners, community groups and the council.
- 1.67 The Carbon Reduction Crowdfund was launched in September 2023, with a total of £50,000 from the council's Carbon Offset Fund being offered to support community net zero projects.
- 1.68 Rollout of the Net Zero Decision Making Tool (NZDMT) also commenced across the council in Q2. The tool is designed to support the embedding of sustainability within decision-making processes and will be launched in full in Q3.

- 1.69 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 council's Reduction and Recycling plan 2023-25 was approved by Cabinet on 5 September 2023 and submitted to the GLA, with a range of actions to support waste reduction, recycling, reuse and repair. The council is also participating in another campaign with the North London Waste Authority (NLWA) ("Together we Recycle") which aims to encourage residents to recycle more and recycle correctly.
- 1.70 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. In August 2023, initial conversations took place with representatives from all the key housing providers with significant numbers of homes in Barnet to review plans, timelines and scale for social housing retrofit programmes. Although none of the providers were able to confirm details of their timescales and plans yet, there was a good level of engagement and the service will keep the lines of communication open in order to ensure unemployed residents can benefit from training and employment opportunities as programmes progress.
- 1.71 In supporting the decarbonisation of the transport network, the council has completed a transport decarbonisation study to assess Barnet's transport emissions baseline, and conduct scenario modelling on priorities to reach net zero. The study will in time inform the development of the Transport Strategy, as well as direct investment in sustainable travel choices. To encourage greener travel choices, a programme of work to increase electric vehicle charge points across Barnet is underway. Following a procurement exercise through the Oxford City Council Dynamic Purchasing System, a contract was awarded to Trojan Energy for the supply, installation and management of 793 non-lamp column charge points. Section 17 notices¹¹ have been issued to the first batch of streets, with installations due to begin in October 2023.
- 1.72 A procurement exercise for the installation of 500 lamp column charge points, with the option to call off a further 2,500 throughout the term of the contract commenced in Q2. Tender submissions were returned on 30 August 2023 and evaluation is underway, including a representative of the Sustainability Team.

Enhancing the local environment

- 1.73 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.
- 1.74 The Highways Gully Programme continued to advance as planned in Q2, surpassing expectations with an average completion rate of 97%, well ahead of the yearly 90% target for scheduled gully cleaning. By the end of Q2, 15,154 of the 22,348 planned gully cleans for the year have been completed, equating to 68% of the annual goal.
- 1.75 The Local Flood Risk Management Strategy (2023-29) was approved by Cabinet on 5 September and is publicly available along with the action plan. A range of flood risk preventions have been

¹¹ Section 17 (London Local Authorities and Transport for London Act 2013) is part of London's electric vehicle charge point installation regulations. It stipulates that a notice be posted on/near the site to inform the public of the authority's intention to place a charge point in this location and that materially impacted property owners be notified.

delivered during Q2, such as CCTV surveying of priority 1 culverted watercourses across the borough, enhanced cleaning of high-risk gullies and consultation for the Friary Park Flood Alleviation Scheme, which is co-funded by Thames Region Flood and Coastal Committee Natural Flood Management (TRFCC NFM) funding and involves a range of flood management measures. Consultation will end on 25 October 2023, with construction anticipated to commence in early 2024. Under the Environment Agency's Flood and Coastal Erosion Risk Management (FCERM) Programme, the first scheme, Muswell Hill Critical Drainage Area, started construction in August 2023 and is due for completion by January 2024.

- 1.76 To work towards the shift to a circular economy, in Q2, work has been carried out to design a Reuse Behaviour Change project in collaboration with the North London Waste Authority (NLWA). Draft communications messaging was tested with a sample audience and other NLWA borough contacts and is now being refined, ahead of the project going live, planned for January 2024. In addition, waste gathered from the community skips is being sent for reuse, repair and recycling wherever possible as detailed in paragraph 1.45.

Enhancing green spaces

- 1.77 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. In Q2, Land Use Consultants (LUC), who were appointed in Q1 to develop these strategies, began scoping out the various stages of the programme including the delivery of engagement and consultation activities to co-design these new strategies. They have also begun to undertake assessments of the borough's Sites of Importance to Nature Conservation (SINC). These surveys will be continued in 2024 during the spring/summer surveying season for flora and fauna.
- 1.78 There is also an ambition to create an award-winning strategic tree planting programme that aims to tackle inequalities and supports climate resilience. Implementation of the new Tree Policy continued in Q2, and in August 2023 an interactive portal, the Community Tree Portal, went live. This allows residents and anyone to see all the trees on public land we have inspected including species, dimensions, photographs, inspections, i-Tree Ecosystem services values for each tree and works carried out. Engagement was positive and it was the lead story in that week's Barnet First eNewsletter, generating more engagement than any other item in the issue.
- 1.79 Applications have been submitted to both the Urban Tree Challenge Fund, administered by the Forestry Commission, and the 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

- 1.80 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)

- 1.81 There are two outcomes for the Community participation theme – that residents feel informed about what the council does; and the council acts on the concerns of local residents and involves them in decision-making.

- 1.82 To help residents feel informed about what the council does, improving transparency is a key objective. In Q2, the actions relating to the Open Barnet Data Portal have been completed and the ongoing refresh of datasets and routine health checks against the Local Government Transparency Code have been incorporated into business as usual activities. This work has enabled 28% of Freedom of Information (FOI) requests to be answered with published data in Q2, as well as enabling residents to self-serve and access required data directly, by-passing the need to submit an FOI request. The next review of the published datasets, and health check against the Government Transparency Code will be completed in October/ November 2023 and the outcomes reported in Q4.
- 1.83 Listening to residents is also an area of focus and two Leader Listens took place in Q2, taking the total to seven. The first took place at the Jewish Deaf Association with deaf/hard of hearing residents. This was attended by 30 individuals who were very appreciative of the Leader visiting and the session itself. The other session took place at Hendon Town Hall with domestic violence survivors, another priority group. This had over 40 attendees and was well-received. Council services were also present and distributed flyers with information on council services and support available. A review has been carried out in September and October 2023 to determine the success of Leader Listens, with a survey being sent out to all visited groups to see what improvements and learnings can be taken. Results will be analysed and next steps agreed in Q3.
- 1.84 To help achieve the outcome 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. A highlight for Q2 was the enabling of the hybrid meeting functionality at Hendon Town Hall. This means both residents and council officers can join council meetings remotely, making them more accessible. 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, continued in Q2. Two deputations were submitted in Q2 and responded to accordingly; and further data will be included in future reports once a baseline has been established.
- 1.85 New Local were commissioned in Q1 to help produce an updated Community Participation toolkit. This has been developed in Q2 and a complete text version toolkit is in circulation and undergoing final amendments. A set of videos has been produced with residents talking about their experiences of engaging with the council, which will be used to bring the content to life in the various sections of the toolkit. Work is underway to build the webpages that will host the resources, and it is expected that the final version will be published at the end of October 2023.

Working in partnership

- 1.86 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.
- 1.87 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. The aim of the partnership is to help create and deliver more borough-wide services and opportunities, based on real partnership and active collaboration.

- 1.88 On 2 October 2023, the Barnet Together conference took place at the RAF Museum. Many of Barnet's partners who work in, and for, the community came together to talk about our shared vision and strategies for the future to deliver the best possible outcomes for residents. This was the second conference of this kind that has been held and it has supported the aim of ensuring that the council and partners work together in a more joined-up way, particularly taking into account the conference's theme "Stronger Together: Addressing Inequalities in Barnet".
- 1.89 The Barnet Together memorandum of understanding was agreed in Q2, and the alliance had its first quarterly meeting with the Cabinet lead on 20 September 2023. The main topics of discussion were the importance of collaboration in the sector and how to better support smaller groups. We are systematically mapping the partnerships and organisations. A comprehensive and up-to-date directory which includes strategic, commercial and VCS partners, can help the council and organisations to find the right partner and join up organisations with common goals and interests.

Neighbourhood working (Transformation workstream)

- 1.90 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, activities have included the Grahame Park pathfinder project (part of the transformation programme and Community Participation Strategy) which is being used as a concept piece to create an established Neighbourhood Working model that can be deployed throughout the borough. Following on from activity in Q1, two further sessions of the revised Grahame Park Strategic Group (GPSG) took place and meetings are to be held every six weeks. All of the project groups have been launched, bringing together a variety of partner organisations to further shape the activities taking place within Grahame Park East. One engagement project of note called Reimagine the Concourse was launched in Q2, involving the council working with local residents and Voluntary, Community, Faith and Social Enterprise (VCSFE) sector groups to co-design new community uses for the commercial units at the heart of the estate. A review of the availability of commercial premises and the placement of current organisations within them will commence in Q3.
- 1.91 A report on the East Barnet project was prepared in Q2. An initial playback meeting took place on 17 October 2023 and the feedback was incorporated into the report so it could be finalised and shared more widely. The East Barnet community assets research conducted by Neighbourly Lab has been completed and the first findings were received in October 2023 for review. 12 in-depth resident ethnographies have been conducted, as well as the co-creation of a digital community map, showing the primary places visited and used by the community.

Improving access to services (Transformation workstream)

- 1.92 This theme focuses on the outcome of residents finding it easy to access council services. To deliver this, good progress has continued in Q2 on delivering the Resident Experience programme with a wide range of improvements and enhancements to technology and processes.
- 1.93 Repeat callers continued to be the main areas of focus for telephony and during Q2, key areas of focus included Council Tax change of address and Council Tax recovery, parking permit applications and Street Scene missed collections. A wider piece of work commenced for Revenues and Benefits where the key focus is on the quality of correspondence, improving

general contact forms and digitising the overpayments service. A number of improvements were implemented in Q2 including accessibility fixes, forms improvements and website improvements. The impact of this is evident in the customer satisfaction scores: satisfaction with the telephony experience remaining high at 93.4% (an improvement on Q1, 92.7%).

- 1.94 During Q2, the resident experience team have completed the next phase of holistic support design review to improve the front door (transformation programme). This phase was carried out with stakeholders from key delivery gateways including BOOST, Customer Support Team, Welfare and Benefits team, and Libraries. This will move into a prototyping phase with teams to start testing new ways of working and assess the biggest impact on our residents.
- 1.95 The face-to-face team continued assisting residents with Blue Badge and Disability Freedom Pass applications. A total of 80 residents were supported in Q2. In August 2023, school admissions drop-in sessions were introduced at Chipping Barnet library. Six sessions have been held to date and 42 residents have been supported with their primary and secondary school applications. Four further sessions are being planned at Osidge library and sessions at other libraries are being considered.

Financially responsible

- 1.96 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. The Q1 2023-24 Financial Monitoring report was presented to Cabinet on 5 September 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.
- 1.97 The next updates from Finance on 2023-24 in year monitoring will be presented to Overview and Scrutiny on 7 November 2023 (Q2 2023-24 Financial Monitoring) and Cabinet on 14 November 2023 (Q2 2023-24 Revenue and Capital Forecast Outturn).
- 1.98 The MTFS will be presented to Overview and Scrutiny Committee on 21 November 2023 (Budget Scrutiny Meeting) and Cabinet on 12 December 2023 (Business Planning 2024-2030 and In-Year Budget Management 2023-24).

A great place to work (Transformation workstream)

- 1.99 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 it recruits and develops staff). The ambition is for the council to be an employer of choice, that attracts the best staff and people feel proud to work for the council. In Q2, development and promotion of the employee brand continued. Improved recruitment in Family Services has been successful with a number of vacancies filled in Q2 and targeted recruitment campaigns commenced in other "hard to attract" areas such as Planning, Highways and Adults Services. The review of the "employee voice" was completed, including a fresh approach to staff surveys and a number of other recommendations which will be reviewed by the council management team. The review of organisational development (OD) was also completed, and the outcomes are informing the way the council approaches OD in the future.
- 1.100 The Equality, Diversity and Inclusion (EDI) action plan, which was developed in 2022-23, continued to be implemented in Q2 and monthly monitoring is in place via the EDI Steering Group. Achievements in Q2 included the completion and agreement of the Menopause Policy, which was launched at a breakfast briefing on World Menopause Day (18 October 2023), preparation for the Incidents of Cultural Exclusion log pilot which will commence in November 2023 and agreement to review facilities such as the quiet space, faith room, breast feeding

room and changing facilities at Colindale in collaboration with the Facilities and Safety, Health and Wellbeing (SHAW) teams.

- 1.101 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. The draft workplace wellbeing action plan was discussed at the Workplace Wellbeing Group in September 2023 and the amendments will be incorporated in Q3 before being sent to stakeholders for comments.

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 Q2 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 July 2016, the Government published their Care Leavers’ strategy Keep on Caring which outlined that the “... [the government] will introduce a set of corporate parenting principles that will require all departments within a local authority to recognise their role as corporate parents, encouraging them to look at the services and support that they provide through the lens of what a reasonable parent would do to support their own children.’
- 4.6 The corporate parenting principles set out seven principles that local authorities must have regard to when exercising their functions in relation to looked after children and young people, as follows:

- To act in the best interests, and promote the physical and mental health and well-being, of those children and young people
- To encourage those children and young people to express their views, wishes and feelings
- To take into account the views, wishes and feelings of those children and young people
- To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners
- To promote high aspirations, and seek to secure the best outcomes, for those children and young people
- For those children and young people to be safe, and for stability in their home lives, relationships and education or work
- To prepare those children and young people for adulthood and independent living.

4.7 This report provides an update on activities across the council in relation to Our Plan for Barnet. Any implications to corporate parenting would be considered by the appropriate service and incorporated into decision making as required. There are no direct impacts on corporate parenting from noting the recommendations.

Risk Management

- 4.8 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 Q2 are included in this report in Appendix B, as well as being reported to GARMS as part of a wider corporate risk report.
- 4.9 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.

Insight

- 4.10 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.
- 4.11 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.
- 4.12 Following the launch of the new online tool - Local Authority Data Explorer for the Office for Local Government (Oflog)¹² - Barnet's data for the selected metrics have been included in Appendix D along with comparative data for the borough's nearest neighbours and the England median.

Social Value

¹² This tool brings together a selection of existing metrics across a subset of service areas for data that is available at different levels of local authority. Further service areas will be added, and existing areas expanded, as the metrics are developed.

4.13 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 Update on the Health and Wellbeing Strategy on 28 September 2023:
<https://barnet.moderngov.co.uk/documents/s80044/23-09-18%20-%20JHWBS%20Implementation%20Report%20FINAL.pdf>
- 9.3 Reducing Poverty, Cabinet report on 18 October 2023:
[Cabinet Report - Reducing Poverty.pdf \(moderngov.co.uk\)](https://barnet.moderngov.co.uk/documents/s80338/Cabinet%20Report%20-%20Updated%20Social%20Value%20Policy.pdf)
- 9.4 Social Value, Cabinet report on 18 October 2023:
<https://barnet.moderngov.co.uk/documents/s80338/Cabinet%20Report%20-%20Updated%20Social%20Value%20Policy.pdf>
- 9.5 Family Services Quarterly Update:
<https://barnet.moderngov.co.uk/documents/s79916/Family%20Services%20Quarterly%20Update%20September%202023.pdf>
- 9.6 My Say Matters Update:
<https://barnet.moderngov.co.uk/documents/s78340/My%20Say%20Matters%20Update.pdf>
- 9.7 Our Plan for Barnet – Delivery and Outcomes Framework Report Q1 2023-24:
<https://barnet.moderngov.co.uk/documents/s79681/Our%20Plan%20for%20Barnet%20Delivery%20and%20Outcomes%20Framework%20Q1%202023-24.pdf>
- 9.8 Chief Finance Officer Report – 2023/24 Quarter 1 Financial Forecast and 2023/24 Budget Management
<https://barnet.moderngov.co.uk/documents/s79722/Q1%20Financial%20Forecast%20and%20Budget%20Management.pdf>