



## Overview and Scrutiny Committee

<b>Title</b>	Towards Net Zero – Decarbonisation of the Corporate Estate
<b>Date of meeting</b>	23 January 2024
<b>Report of</b>	Deputy Chief Executive
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Appendices</b>	Appendix A: Portfolio Definition Appendix B: Toward Net Zero Decision Making Tool Survey Responses
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### Summary

This paper provides an overview of progress against the council’s commitments to reach net zero as an organisation by 2030, and the actions taken against the Sustainability Action Plan in relation to the decarbonisation of operational buildings.

### Recommendations

1. **The Committee notes the progress with the Towards Net Zero (TNZ) Programme of works, and the ongoing determination to continue programmes of work over the next two years, within a defined budget to be agreed by Cabinet by March 2024.**
2. The Committee identify any area which they wish to scrutinise in-depth or refer to the Cabinet/Council (if any)

#### 1. Reasons for the Recommendations

##### 1.1 Towards Net Zero Portfolio

- 1.1.1 This report is presented to provide an update on progress in delivering the TNZ Programme within the Sustainability Action Plan, as requested by the Committee at their meeting on 4 September 2023.

- 1.1.2 The Council embarked on the Towards Net Zero programme of works in 2018, prior to the council's declaration of a Climate and Biodiversity emergency, in May 2022 and the formation of a Sustainability Strategy to realise our organisational ambition of achieving net zero carbon emissions by 2030.
- 1.1.3 The development of the council's Sustainability Strategy framework in December 2021, accompanied by the carbon baseline, identified that organisationally the largest source of emissions comes from council owned buildings through its use of utilities such as heating, electricity, water and fugitive emissions. Fugitive emissions occur where for instance gas boilers installed at buildings fail to operate correctly, and leak gas into the atmosphere. Carbon emissions produced by schools were initially excluded from the carbon baseline exercise due to a decision around organisational and financial boundaries, however work is underway to improve energy data, including schools, prior to the re-baselining of stationary energy emissions within the programme.
- 1.1.4 The Council also completed a pilot project through the Net Zero Estates Tool in November 2022 in partnership with EY, the consultancy engaged to support the business case for the schemes, and the Association of Directors of Environment, Economy, Planning and Transport (ADEPT). The tool produced a recommended pathway to prioritise retrofit measures across operational council buildings and estimated a total cost of c. £70m to retrofit to net zero across the council estate.
- 1.1.5 The TNZ programme was formally established to deliver on this pathway and support the council's ambition to achieve net zero by 2030 through the retrofit of the Corporate Estate. More information on the aims and objectives of the programme is available within Appendix A.
- 1.1.6 The programme also involves the identification and review of a wide range of technologies and decarbonisation solutions. These include commercial roof top solar power installations, battery storage, behind-the-meter power monitoring, BMS enhancements, radiant heating and water source heat pumps. These works initially involved the installation of energy saving measures through the RE:FIT scheme, including boiler optimisers, LED lighting and solar photovoltaic panels installed at 13 council buildings, including libraries. These measures are estimated to result in carbon savings of up to 139 tCO<sub>2</sub>e per annum.
- 1.1.7 In addition, in March 2021, the council was awarded an initial £1.38m grant funding in phase 1 the Public Sector Decarbonisation Scheme (PSDS) for the decarbonisation of 18 buildings, including schools and libraries, through the installation of air source heat pumps, photovoltaic panels, battery storage, LED lighting and Central Management Systems (CMS). As shown below:

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

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

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

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



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

1.1.9 The projects are estimated to achieve combined carbon savings of 286.7 tCO<sub>2</sub>e per annum and financial savings of up to £48k per annum.

## 1.2 Tranche One – the current programme of work

### 1.2.1 Decarbonised heat and power

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

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

1.2.2 Works are expected to conclude by June 2024, with energy efficiency measures installed that include heat pumps, solar PV, and LED lighting, all expected to deliver carbon savings of up to 754 tCO<sub>2</sub>e. Savings predicted as a result of Tranche 1 are:

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

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

pumps installed at Moss PSDS3a.



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

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

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### 1.3 Caretaker’s home retrofit pilot – 3 Chandos Road

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

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

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



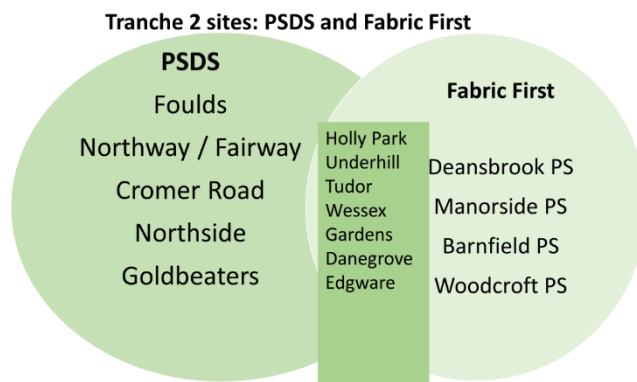
**Caption:** Front of the house with external wall insulation and

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

new double-glazed windows and porch, rendering.

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

- 1.4.1 In developing the next phase of the TNZ programme to be delivered before April 2026, a second batch of 16 buildings has been identified. The proposed programme is to decarbonise 12 schools and to implement energy efficiency measures at 10 sites, with works including insulation, LED lighting, photovoltaic panels and heat pumps
- 1.4.2 The proposed programme of works will be planned to ensure minimum disruption to daily activities at schools. Planned works will be supported by a site project plan, agreed with the school in advance of works starting.



- 1.4.3 Surveys have been conducted at each site identified for inclusion, in order to confirm the planned interventions and estimate the subsequent carbon and energy savings afterwards.
- 1.4.4 An Outline Business Case (OBC) for this phase was completed in January 2023, and, at the time of writing, funding bids were under consideration. Tranche 2 has been

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

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

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

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

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

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

## **2 Alternative Options Considered and Not Recommended**

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

## **3 Post Decision Implementation**

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

## **4 Corporate Priorities, Performance and Other Considerations**

### **Corporate Plan**

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

### **Corporate Performance / Outcome Measures**

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

### **Sustainability**



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

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

### **Risk Management**

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

### **Insight**

- 4.12** In developing the Sustainability Action Plan, we have taken an evidence-driven approach through commissioning a robust carbon baseline and net zero pathway, to track our progress to net zero and ensure that we are prioritising the most impactful actions.

- 4.13** The programme closely adheres to this approach, and a range of datasets have been used to support the identification and prioritisation of buildings within a programme of works. The data includes detail such as annual energy consumption and carbon emissions from a building. The objective is to prioritise buildings where higher emissions occur and those with higher energy consumption. These datasets include:

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

### **Social Value**

- 4.14** The Social Value Policy 2023-26 integrates economic, environmental, and social sustainability into the council's procurement processes, which recognises the opportunities for environmental sustainability as a key outcome. The relevant targets for the TNZ programme within the policy include sustainable procurement, carbon reduction and an environmentally conscious supply chain.

- 4.15** There are no immediate Social Value Implications attached to this report. The TNZ portfolio lead is undertaking a procurement exercise to appoint a contractor through the GLA Retrofit Accelerator – Workspace framework. The tender will request respondents to detail how they will commit to providing social value to the borough. The expectation is that the newly appointed contractor will actively engage with the local supply chain to provide work opportunities and involvement within individual programmes of works. This will generate additional income to the borough and in the longer term encourage the local supply chain to increase and create local employment and apprenticeship opportunities.

- 4.16** The work programmes that are nearing completion will generate many social benefits to support residents achieve more healthy lives by removing carbon emissions from the local atmosphere.

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

### **5.1 Finance and Value for Money**

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

### **5.2 Procurement**

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

### **5.3 Staffing**

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

### **5.4 IT**

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

### **5.5 Property**

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

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

## 6 Legal Implications and Constitution References

### Legal Implications

- 6.1 National Legislation:** The Climate Change Act 2008 introduced a legally binding target for the UK to reduce greenhouse gas emissions by 80% by 2050 compared to a 1990 baseline. In June 2019, the target was updated to reach net zero by 2050. In April 2021, the UK government committed to reducing emissions by 78% by 2035 compared to 1990 levels. The Environment Act 2021 gained Royal Assent on 9th November 2021 with an aim to develop similar legally binding targets for biodiversity, air quality, water, and waste.
- 6.2** The Localism Act 2011 includes a ‘general power of competence’ which gives local authorities the legal capacity to do anything that an individual can do that is not specifically prohibited.
- 6.3** In London, the Mayor is required to prepare and publish a London Environment Strategy by the Greater London Authority Act 1999 (as amended).
- 6.4** International Legislation: The Paris Agreement set the international target to limit global temperature rise to well below 2°C with the aim of 1.5°C above pre-industrial levels. The IPCC’s follow up report stated that this requires a global reduction in greenhouse gas emissions of 45% by 2030<sup>1</sup>.
- 6.5 Council Constitution:**
- Council Constitution, Part 2B and 2C, Terms of Reference of Committees, Section 9 (Overview and Scrutiny Committee and Sub-Committees:
- 9.1 General Role
- 9.2 Within their terms of reference, the Overview and Scrutiny Committee and Sub-Committees will have the following roles
- 9.2.2 Policy Development and Review – by supporting the Council and Executive in developing the policy framework and budget for the Council, working with partner organisations on issues that may be outside the remit of the Council and reviewing and/or scrutinising decisions made or actions taken in connection with the discharge of any of the Council’s functions;
- 9.2.3 Service Reviews - by making reports and/or recommendations to the full Council, Executive, Portfolio Holders and any Joint or Area Committees on any of their functions;

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

## 9.4 Scrutiny

### 9.4.1 The Overview & Scrutiny Committee may:

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

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

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

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

## 10 Overview and Scrutiny

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

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

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

## 7 Consultation

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

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

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

## 8 Equalities and Diversity

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

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

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

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

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

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

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

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

- Tackle prejudice, and
- Promote understanding.

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

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

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

## 9 Background Papers

- 9.1 Sustainability Strategy Framework – Policy & Resources Committee, 9 December 2021 - [Committee Report \(moderngov.co.uk\)](https://www.moderngov.co.uk)
- 9.2 Update on Barnet Sustainability Strategy – Environment Committee, 9 June 2022 - [Committee Report \(moderngov.co.uk\)](https://www.moderngov.co.uk)
- 9.3 Update on Barnet Sustainability Strategy – Environment and Climate Change Committee, 21 November 2022 - [Agenda for Environment and Climate Change Committee on Monday 21st November, 2022, 7.00 pm \(moderngov.co.uk\)](https://www.moderngov.co.uk)
- 9.4 Sustainability Strategy Update – Overview and Scrutiny Update, 4 September 2023 - [230808 Scrutiny Report - Sustainability Sept 2023.pdf \(moderngov.co.uk\)](https://www.moderngov.co.uk)