

	<h2>Cabinet</h2>
Title	Our Plan for Barnet – Delivery and Outcomes Framework, Q3 2023-24
Date of meeting	12 March 2024
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 - Q3 2023-24 Activity Detail Appendix B - Q3 2023-24 Performance Detail Appendix C - Latest Available Benchmarking Data Appendix D - Oflog Metrics with Comparators Appendix E - Q3 2023-24 High Level Risks (15+) by Our Plan Theme
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<h3>Summary</h3>	
<p>This report provides an update on activity and performance for Q3 2023-24 to demonstrate the progress being made on delivering the outcomes 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, Q3 2023-24 Report.

1. Reasons for the Recommendations

Background

- 1.1 The Delivery and Outcomes Framework sets out the key activities to deliver the outcomes in Our Plan for Barnet, along with the performance indicators that show how well we are delivering these activities and progress towards achieving the outcomes. This report provides an update on that activity and performance for Q3 2023-24 to demonstrate the progress being made on delivering the outcomes in Our Plan for Barnet.
- 1.2 The report provides an overview for Q3, covering key achievements, strategic challenges, performance, residents' perception and benchmarking/Oflog. More detail can be found in the five appendices:
 - Appendix A provides a comprehensive update on the delivery of activities outlined in the Delivery and Outcomes Framework for Q3. This also links in performance data to show where we are performing well and not so well; and highlights any significant strategic or operational risks to delivery (with full details set out in Appendix E).
 - Appendix B 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.
 - Appendix C sets out the latest available benchmarking data from the Public Health Outcomes Framework (PHOF), Adult Social Care Outcomes Framework (ASCOF), Department for Education and Keep Britain Tidy.
 - Appendix D sets out Barnet's position for the latest published measures from the Office for Local Government (Oflog).
 - Appendix E sets out the high-level (scoring 15+) strategic and service risks by Our Plan theme.

Our Plan for Barnet - key achievements

- 2.1 The table below sets out the key achievements by theme for Q3. More detailed progress on activities for each theme can be found in **Appendix A**.

Caring for People	
Tackling inequality	<p>The State of the Borough report was published on the council's website alongside the Equalities Annual Report 2023. These form the evidence base for the new Equalities, Diversity and Inclusion (EDI) policy, which is being developed.</p> <p>Work continued on our accreditation as a "Borough of Sanctuary" with the Borough of Sanctuary strategy being approved by Cabinet in December 2023.</p>

Caring for People

Reducing poverty	<p>6,059 residents used the financial calculator (up to 31 December 2023) and 34% went on to apply for financial support.</p> <p>The Social Value policy was approved by Cabinet in October 2023, and sets out a minimum expectation that 5% is reinvested in social value initiatives for all contracts above £100k.</p> <p>Progress continued on becoming accredited as a London Living Wage employer: all non-social care contracts paying the Living Wage have been identified and support is being given to the two contracts, who are currently not in line with this, to help them meet the target.</p> <p>Delivery of the BOOST three year plan continued: 317 residents have now started work following their participation in employment projects and 53% of residents who undertook BOOST programmes have found employment.</p>
Family friendly	<p>In November 2023, the Young Persons' Perception Survey and Bright Spots Survey were launched. These surveys are carried out periodically to capture the views of children and young people in Barnet. The results are used to inform the development of services and interventions for children and young people.</p> <p>2023 achievement data from Barnet schools shows achievement remains strong compared to the national average – in almost all areas Barnet is in the top quartile, with GCSE and A Level in the top 5% of the country. For Attainment 8 Barnet was ranked third in the country and for Progress 8 Barnet was ranked second.</p> <p>In October 2023, Barnet Youth Justice Service was awarded the Quality Lead Status with a Child First Commendation; this is the highest rating within the Youth Justice SEND Award.</p> <p>In December 2023, the new Child and Family Social Work Apprenticeship Programme was launched and will commence in September 2024. An apprenticeship pathway into social work gives an opportunity to widen the corridor for those embarking on education and retraining.</p>
Living well	<p>As part of the Autism Action Plan, Talking Therapies started taking referrals for therapeutic support for autistic adults who are experiencing mental health challenges.</p> <p>21 venues now have Dementia Friendly accreditation, including Chipping Barnet and Finchley Church End libraries and Copthall, New Barnet and Burnt Oak leisure centres.</p> <p>Fit and Active Barnet (FAB) card membership reached 44,363 and 394,625 people visited our leisure centres in Q3.</p>

Caring for Our Places

<p>Safe, attractive neighbourhoods and town centres</p>	<p>To ensure high standards of cleanliness and care across the borough, the residential street cleansing target of visiting all roads four times a year is on track.</p> <p>100% of scheduled community skips were delivered as planned.</p> <p>The Highways service continued to demonstrate strong performance in effectively managing and addressing all categories of defects throughout the network in Q3. The yearly inspection schedule has achieved 100% performance for completing all planned monthly inspections and for the second quarter, the service exceeded expectations for remedial works, achieving 97.6% against a 90% target.</p>
<p>Quality, affordable homes</p>	<p>Brent Cross West station opened in December 2023 and work continued on site.</p> <p>The first 142 homes the council acquired in the Colindale Gardens scheme were handed over in October 2023 and the first residents moved into the properties.</p> <p>The £52m fire safety programme for council housing stock is complete, except for a small number of properties where access has been difficult, but these are not putting the buildings at risk. Barnet Homes are now delivering the low/medium rise property programme.</p> <p>A new Homelessness and Rough Sleeping Strategy was approved at Cabinet in July 2023. This sets out how the council will prevent homelessness and support those who face or are at risk of becoming homeless. The number of homelessness preventions was 1028 against a target of 712.</p>
<p>Borough of fun</p>	<p>The Civic and Community Events Policy enables community groups to apply for grant funding to put on community events which foster cohesion and celebrate culture. 40 events took place in Q3, celebrating occasions such as Silver Week, Black History Month and Winter Festivals.</p> <p>Following approval of the Events in Parks Policy in March 2023, 60 events took place in parks in Q3, with estimated attendance of over 58,000 people.</p> <p>The Borough of Culture bid for 2027 was submitted to the GLA and will be announced in March 2024.</p> <p>The new Culture Strategy was drafted and will be launched in summer 2024. Barnet Legends public art and cultural trail, which commemorates cultural figures in the borough, was initiated and will be launched in June 2024. Planning work began for the London Festival of Architecture which will celebrate 20 years this year.</p> <p>Fair Play Barnet, the council's first fully inclusive and accessible play area in Victoria Recreation Ground (New Barnet) opened in February 2024.</p>

Caring for the Planet

<p>Journey to net zero</p>	<p>Work to update the council's carbon baseline for 2022-23 was completed and confirmed an overall reduction in carbon emissions. Since the initial baseline in 2018-19, the council has reduced Scope 1-3 emissions (excluding Supply Chain) by around 29%, with two thirds of this originating from electricity emissions.</p> <p>As part of the Sustainability Action Plan, retrofit programmes continued to progress for residential and non-residential buildings. And, as part of the Public Sector Decarbonisation Scheme (PSDS), heat pumps are now live at four sites for PSDS1.</p> <p>The BarNET ZERO Challenge launched in December 2023 for anyone who works, lives or studies in Barnet to win up to £5,000 seed funding for an idea that supports the delivery of recommendations from the Citizens' Assembly.</p> <p>As part of the Reduction and Recycling Plan, a Flats Behaviour Change Trial launched in November 2023 to improve recycling and implement food waste collections at four flats sites and will run for 16 weeks.</p> <p>A Transport Decarbonisation Study was completed in October 2023 to set a decarbonisation pathway for the borough and support the identification of priorities within the forthcoming Transport Strategy to enable us to deliver net zero ambitions.</p> <p>The Air Quality Action Plan 2023-28 was published and outlined the actions the council will deliver to reduce concentrations of pollution and exposure to pollution.</p>
<p>Enhancing the local environment</p>	<p>As part of the Highways Gulley Programme, scheduled gulley cleaning is at 99%. 16,948 of 22,348 gulley cleans were completed (72% of the gulley cleans year to date).</p> <p>The Local Flood Risk Management Strategy was approved by Cabinet in September 2023, and the Sustainable Drainage Systems Strategy and Land Drainage Bylaws Proposals were approved at Cabinet in January 2024.</p>
<p>Enhancing green spaces</p>	<p>As part of the development of a new Parks and Open Spaces Strategy and Nature Recovery Strategy, assessments of the borough's Sites of Importance to Nature Conservation (SINC) were undertaken, with 12 surveys completed so far.</p> <p>£624k external funding was awarded via the Forestry Commission and Department for Environment Food and Rural Affairs to support delivery of the Tree Planting Programme. 1135 trees have been planted, exceeding the annual target of 1000, including trees at the regeneration sites in Ballards Lane and Mill Hill Broadway, Cherry Tree Woods and on behalf of the Friends of Halliwick Park. In addition, 82 residents took up the opportunity to have a tree planted at individual residential sites as part of the Trees for Streets sponsorship.</p>

Engaged and Effective Council

Community participation	<p>Following the Leader Listens events, an annual report has been completed on the successes and learnings of the events, as well as recommendations to improve the programme. The report was discussed with the Leader in January 2024 and a new programme of events will be scheduled, which are likely to have a stronger synergy with community engagement and community cohesion work.</p> <p>Following the enablement of the hybrid meeting functionality at Hendon Town Hall, 50 participants (council staff and partners) joined meetings remotely in Q3; subject to proof of concept and stability of hybrid meeting system, the intention is to roll out remote participation to residents.</p>
Working in partnership	<p>The Barnet Together Alliance is a cross-sector partnership to develop and build capacity for Barnet's Voluntary, Community, Faith and Social Enterprise (VCFSE) sector, enabling the borough to strengthen, innovate and thrive. The council continued to engage with partners to deliver more borough-wide services and opportunities, for example, working in partnership with New Citizens Gateway to provide online training for partners from across the sector on issues related to asylum seekers and refugees. This training enabled partners to understand the unique challenges faced by asylum seekers, refugees and services and identify how we can work together to support them.</p> <p>The Barnet Partnership Board, which brings together public, private and voluntary organisations, met in November 2023, where partners discussed their contributions to Barnet's sustainability journey and the ongoing Deaf and Hard of Hearing Project being delivered by the council. In Q4 there will be a review of the board to ensure it can facilitate effective partnership working and collaboration.</p>
Neighbourhood working	<p>The Grahame Park pathfinder project is being used as a concept piece to create an established Neighbourhood Working model that can be deployed throughout the borough. The Reimagine the Concourse engagement project continued in Q3: the community has identified uses for two vacant commercial units - one will be a cafe and the other a "service hub" to provide a base from which the council and its partners can provide face-to-face access to services, including housing, the police and benefits advice. Work has progressed on the design and conversion of the units.</p> <p>The estate has been an early site for adoption of the "Clear Hold Build" initiative, which is designed to Clear an area of criminal activity through intensive policing; Hold the position by working with partners to prevent other criminals from filling the void; and Build community resilience to reduce the risk of future criminal activity.</p>

Engaged and Effective Council

<p>Improving access to services</p>	<p>Further improvements to the contact centre platform went live, allowing the routing of repeat callers to proactively manage where issues are not resolved first time. Functionality has been added to proactively route residents requiring extra support and the ability for customer service advisors to proactively identify signposting for digital inclusion and other initiatives. The impact of this is shown in the customer satisfaction score for telephony experience, which remains high at 93.1%.</p> <p>Development started on new designs for the council’s website. These were designed in consultation with residents and services to provide more flexibility and visual layouts. There was a 10.6 percentage point increase in web-satisfaction between October (68.0%) and December (78.6%) 2023.</p> <p>The co-location of BOOST, Customer Services and Financial Support teams is being piloted at Burnt Oak and Chipping Barnet. The teams are now capturing demand data in a more consistent way so they can signpost residents to the right support, where residents need more in-depth support across service.</p>
<p>Financially responsible</p>	<p>The proposed budget for 2024-25 and the council’s Medium Term Financial Strategy (MTFS) for 2024-30 was presented to Cabinet on 6 February 2024. It showed a balanced position for 2024-25 with no use of reserves and was approved by Full Council on 27 February 2024.</p>
<p>A great place to work</p>	<p>Work continued on the Conditions for Success project in Children’s Services to improve the working environment and working practices for staff. Engagement with key stakeholders across the organisation and differing service areas has taken place to establish the day-to-day issues faced by staff which may be preventing them to easily enter the building and ‘sit down to do their job’. A log of identified issues has been compiled and assigned to key areas of the business to work towards a solution.</p> <p>The EDI action plan, which was developed in 2022-23, continued to be implemented and monthly monitoring is in place via the EDI Steering Group. The action plan was audited in Q3 and confirmed that the Steering Group was having a positive effect in ensuring delivery of the action plan.</p>

Strategic challenges

- 3.1 This section sets out some of the strategic challenges for Q3.
- 3.2 The council continued to face **financial challenges** from the rising demand for services, against the backdrop of rising inflationary costs in the sector. The projected overspend for 2023-24 was reported as £19.763m (a reduction of £6.089m from Q2) in the [Chief Finance Officer \(Q3 2023-24\)](#) report to Cabinet on 6 February 2024. A Financial Sustainability Board was set up to oversee recovery plan actions and service demand mitigations. Opportunities for additional income realisation and cost mitigation were also being explored, alongside possible efficiencies identified via the Transformation Strategy.
- 3.3 Work continued on the **Medium Term Financial Strategy (MTFS)**, with the [Business Planning 2024-2030](#) report going to Cabinet on 6 February 2024. This report outlines some of the pressures facing services and gives an overview of the work undertaken towards a balanced

budget for 2024-25 and, to reduce the gap, the savings requirement for 2025-26 to 2029-30. It also highlights some of the financial risks being faced by services such as in Adult Social Care, Children's Services and Housing (temporary accommodation). Some of these risks have been flagged as high-level (scoring 15+) and can be seen in Appendix E.

- 3.4 In light of the financial challenges, the **Transformation Programme** was refocused to prioritise PMO resources and oversight on MTFS projects. A review of the Tier 1 workstreams has taken place, which tracked progress on the initial activities and produced an updated plan for the next six months. Following this, some workstreams have been moved to 'business as usual' and monitoring will now sit with the service area and be reported less frequently to the PMO and Council Management Team. Tier 1 workstreams will continue to be Tackling inequalities, Neighbourhood working, Improving access to services and A great place to work; and now Financially responsible, which will track delivery of MTFS savings, including digital transformation work and areas where transformation resources have been provided.
- 3.5 **Oracle Cloud** (replacement HR and Finance system) has diverted staff resources from these services for the final phase of implementation before going live in April 2024. Capacity within the HR team has also been impacted by a need to focus resources on relations with local trade unions and TUPE transfers, which together have posed some challenges to the progress of activities under 'A great place to work' theme.

Our Plan for Barnet - performance

- 4.1 This section provides a summary of performance for Q3. More detail on the indicators for each theme, including baseline data and results for the past two quarters, can be found in **Appendix B**.
- 4.2 There are 114 indicators in total of which 56 are reported on quarterly and six are reported on annually but the latest data became available during Q3, so are included in Appendix B. 21 of these currently have targets and 19 of these achieved or exceeded that target in Q3. 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 in the performance tables in **Appendix B** and under the relevant theme commentary in **Appendix A** (Living well and Quality affordable homes).

Adults and Children's - performance

- 5.1 Quarterly performance for Adults and Children's social care is reported separately to Adults and Health Overview and Scrutiny Sub-Committee and Children and Education Overview and Scrutiny Sub-Committee respectively.
- 5.2 The Q2 report for Adults was presented at committee on 24 January 2024 and covered progress on implementation of the Dementia Strategy and Carers' Strategy, an update on new Care Quality Commission Assurance Process for councils, and the 2022-23 data from the Adult Social Care Outcomes Framework (ASCOF). A link to the report is included here: <https://barnet.moderngov.co.uk/documents/s81644/ASC%20Q2%20Performance%20Report%202023-24%20Final%20v1.pdf>. The Q3 report is due to be presented at the meeting on 6 March 2024.
- 5.3 The latest Family Services Quarterly Update was presented at committee on 15 January 2024 and included the latest available Children's Services Analysis Tool (ChAT), covering the period May to November 2023. A link to the report is available here:

<https://barnet.moderngov.co.uk/documents/s81468/Quarterly%20FS%20Update%20Committee%20Report%20Final.pdf>

5.4 Key points to note about performance in this period included:

- Performance remained relatively stable across the majority of all key indicators, when compared to the same reporting period in the previous year and the previous six month period.
- There were 1408 referrals to Children’s Social Care in the period April to November 2023 which was a 5.5% increase from the 1334 reported in the previous six months, although 10% lower than the same period in 2022 (1580).
- 68% of Social Work Assessments were completed within the recommended 45-day timescale in the reporting period, this was a small improvement from the same time last year and was reflective of a period where assessments took longer to complete due to staffing challenges in the Duty and Assessment Teams.
- Performance on staying in touch with 17-18 year olds and 19-21 year olds remained at 100% and accommodation suitability remained high for both cohorts at 99% and 97% respectively.

Residents’ perception

- 6.1 Understanding how residents perceive the council is an important component of Our Plan for Barnet. We have residents’ perception data on most of the themes, consisting of data from the last Adults Residents’ Perception Survey (RPS) and other forms of resident feedback (such as the Adult Social Care Survey, Barnet Homes Survey, Greenwich Leisure Ltd (GLL) User Survey and My Say Matters).
- 6.2 Of the 114 indicators in the Delivery and Outcomes Framework, 20 are residents’ perception indicators. The latest results for these indicators were included in both the Q1 and Q2 reports to Cabinet. However, due to the nature of collecting the data (often annually or biennially), the latest data for the Adults RPS (14 of 20 indicators) is from Q3 2021-22 (when the survey was last carried out) and the latest data for the Adults Social Care Survey and GLL User Survey (two of 20 indicators) is from 2022-23.
- 6.3 The council is currently refreshing the Adults Residents’ Perception Survey and Young People’s Perception Survey to find out the views of adults and young people on local services and various aspects of life in their local area. The surveys will close in March 2024, with the results published in summer 2024. More information can be found on [Engage Barnet](#).
- 6.4 Data from the last Adults Residents Perception Survey (2021-22) for the indicators included in the Delivery and Outcomes Framework is set out in the table below and will be used as a comparator for the refreshed data to see how the views of adults have changed in the past few years. The full report for 2021-22 can be found on Engage Barnet here: [Adults Residents’ Perception Survey 2021-22](#). The results for the Young Persons Survey 2021-22 were reported to Barnet Children's Partnership Board on 13 July 2022 and can be found here: [Young Persons Survey 2021-22](#).

Theme	Indicator Title	%
Caring for People		
Tackling inequalities	% of residents who agree that their local area is a place where people from different backgrounds get on well together?	88
	% of residents who agree the council promotes equal opportunities for all and equal access to quality services	67
Caring for Our Places		
Safe, attractive neighbourhoods and town centres	% of residents satisfied with street cleansing	58
	Perception of crime/ASB - % of residents who see these things as a problem / concern	25
	% of residents satisfied with refuse and recycling services	80
Borough of fun	% of residents who agree that LBB is making the local area a better place for people to live	68
Caring for the Planet		
Enhancing the local environment	% of residents satisfied with refuse and recycling services	80
Engaged and Effective Council		
Improving access to services	% of residents who agree LBB is improving their customer services	57
	% of residents who agree that it is easy to access council services	64
	% of residents who agree that LBB promotes equal access to quality services	67
Community participation	% of residents who feel Barnet Council keeps residents informed about what they are doing	70
	% of residents who feel Barnet Council listens to concerns of local residents	New
	% of residents who feel Barnet Council involves residents when making decisions	56
	% of residents who feel Barnet Council acts on the concerns of local residents	57

6.5 The latest data for the Adults Social Care Survey and GLL User Survey is for 2022-23; whilst the data for the Barnet Homes Survey is for Q2 2023-24 and the Contact Centre (Capita) is for Q3 2023-24. The data for the indicators included in the Delivery and Outcomes Framework is set out in the table below. Similarly, this data will be used as a comparator to see how residents' views change over time.

Theme	Indicator Title	Period	%
Caring for People			
Living well	Proportion of people who use services who say that those services have made them feel safe and secure	2022-23	88.2
	Overall customer experience (out of 5) (GLL User Survey)	2022-23	77
Caring for Our Places			
Quality, affordable homes	% of council tenants who report that they are satisfied that their home is well-maintained	Q2 2023-24	57.1
	% of council tenants who report that they are satisfied that their home is safe to live in	Q2 2023-24	65.7

Engaged and Effective Council			
Improving access to services	% of customers who are satisfied with the telephony experience	Q3 2023-24	93.1
	% of customers who are satisfied with the service on the web	Q3 2023-24	72.5

- 6.6 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. The My Say Matters annual report went to the Children and Education Overview and Scrutiny Sub-Committee in June 2023 ([My Say Matters Update](#)).
- 6.7 As well as understanding how residents perceive the council, resident feedback is invaluable in influencing our decision-making process. The Engage Barnet platform gives residents the opportunity to participate in discussions and consultations in order to help how services are shaped and developed. During Q3, 20 consultations/engagement projects were live covering topics such as the London Borough of Culture bid 2027, Fees and charges for 2024/25, Changes to the Free Early Years Childcare Offer and the West Hendon Playing Fields project. In addition, 24 closed consultations/engagement projects published how feedback from residents was being used during Q3. This is available at <https://engage.barnet.gov.uk/we-asked-you-said-we-did>.

Benchmarking / Oflog

- 7.1 **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.
- 7.2 Four themes have benchmarking data: Tackling inequalities, Living well, Family friendly and Safe, attractive neighbourhoods and town centres.

Caring for People	
Tackling inequalities	Six indicators included from the Public Health Dashboard, with all indicators better or on par with the London average.
Living well	Ten indicators included from the Adult Social Care Outcomes Framework. Most indicators are better or on par with the 'peer group comparator', except: - Proportion of adults in contact with secondary mental health services living independently, with or without support; and Proportion of people who use services who say that those services have made them feel safe and secure.
Family friendly	Three indicators included from the Department for Education annual performance statistics, all of which are performing well nationally.
Caring for Our Places	
Safe, attractive neighbourhoods and town centres	Four indicators from Keep Britain Tidy, with all performing well against the London Benchmark or Barnet's result in 2019-20.

- 7.3 Following the launch of the new online tool - Local Authority Data Explorer for the **Office for Local Government (Oflog)**¹ - Barnet's data for the selected metrics has been set out in **Appendix D** along with comparative data for the borough's Nearest Neighbours² and the England median.
- 7.4 There are four areas relevant to Barnet covered by the Local Authority Data Explorer³: Adult Social Care, Waste Management, Planning and Finance. The most recent data reported covers the financial year of 2021-22, and whilst this still has use for comparing authorities against each other, the values reported are nearly two years out of date.
- 7.5 In Adult Social Care (linked to the 'Caring for People' theme), Barnet performed broadly similar with its Nearest Neighbours in 2021-22, except:
- The proportion of people who received short-term services during the year – who previously were not receiving services – where no further request was made for ongoing support' - 54.50% in Barnet, compared to the median of its Nearest Neighbours at 77.40%.
- 7.6 In Waste Management (linked to the 'Caring for Our Places', and 'Caring for Our Planet' themes), Barnet performed less well in 2021-22 than the median of its Nearest Neighbours for all indicators:
- Proportion of household waste sent for recycling – 29.80% in Barnet compared to median of 38.40% against its Nearest Neighbours.
 - Residual (i.e. non-recycled) waste per household (tonnes) – 653.9kg per household in Barnet compared to median of 517.9 kg per household against its Nearest Neighbours.
 - Contamination rate of recycling – 8.30% in Barnet compared to the median of 5.10% for its Nearest Neighbours.
- 7.7 In Finance (linked to the 'Engaged and Effective Council' theme), Barnet was broadly similar or better than its nearest neighbours, with three indicators performing less well:
- Social care spend as % of Core Spending Power – 72.30% in Barnet compared to the median of 63.70% for its Nearest Neighbours.
 - Council tax collection rates (in year) – 94.50% in Barnet compared to the median of 96.40% for its Nearest Neighbours.
 - Non-domestic rates collection rates (in year) – 90.80% in Barnet compared to the median of 95.10% for its Nearest Neighbours.
- 7.8 In Planning (linked to the 'Engaged and Effective Council' theme), Barnet performed broadly similar in two indicators, and less well in the other two compared to its Nearest Neighbours:
- Percentage of major planning applications decided on time – 82.40% in Barnet compared to the median of 92.30% for its Nearest Neighbours.
 - Percentage of non-major planning overturned on appeal – 2.80% in Barnet compared to the median of 1.60% for its Nearest Neighbours.

¹ 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.

² Nearest neighbours in terms of economic and demographics.

³ The Oflog Data Explorer also includes information on Adult Skills and Roads, however this is not available at local authority level for Barnet, so is not included.

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 Q3 are included in this report in Appendix A and E, as well as being reported to GARMS as part of a wider corporate risk report.

4.9 The risks have been mapped to the pillars and themes of Our Plan for Barnet. However, many relate to 'business as usual' activity rather than specific activities outlined in Our Plan for Barnet. In Q3, there were 18 high-level (scoring 15+) risks.

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)⁴ - 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

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.

⁴ 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.

6. Legal Implications and Constitution References

6.1 In accordance with the Council Constitution, Part 2D, Section 1 the terms of reference of the Cabinet state that “The Executive will exercise all of the local authority functions which are not the responsibility of any other part of the local authority, whether by law or under this Constitution.” It also includes the following responsibility:

- Approving policies that are not part of the policy framework.

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>