

	<h2>Policy and Resources Committee</h2> <h3>30 September 2021</h3>
<p style="text-align: right;">Title</p>	<p>Proposed Delivery and Outcomes Framework for the Barnet Plan 2021-25</p>
<p style="text-align: right;">Report of</p>	<p>Chairman of the Policy and Resources Committee</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>Yes</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A: Clean, Safe and Well Run Appendix B: Family Friendly Appendix C: Healthy Appendix D: Thriving</p>
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Summary

This report provides a strategic overview of the Delivery and Outcomes Framework that has been developed to enable residents and others to see whether we are achieving the objectives set out in the Barnet Plan 2021-25.

Officers Recommendations

1. That the Committee receive this report and provide comment on the enclosed appendices
2. That the Committee note the proposed reporting arrangements for the Delivery and Outcomes Framework at this Committee and the relevant Theme Committees.

1. WHY THIS REPORT IS NEEDED

- 1.1 The term Outcomes Framework has been defined as “*an agreed set of outcomes and indicators that can demonstrate whether, and to what extent, an initiative has positively contributed to improving people’s lives*”.
- 1.2 This report provides a strategic overview of the proposed Delivery and Outcomes Framework that has been developed to enable residents and others to see whether we are achieving the objectives set out in the Barnet Plan 2021-25, which was approved at Council in March 2021 and is available to view at <https://barnet.moderngov.co.uk/documents/s63856/Appendix%20A%20BARNET%20Corporate%20plan%202021%20-%202025.pdf>
- 1.3 The proposed framework focuses on the key activities being carried out under each objective and the most appropriate way of measuring the success and / or progress of these activities, whether that be key performance indicators (KPIs) and/or narrative. This will give assurance that the objectives within the Barnet Plan are being delivered as planned and highlight any potential areas of concern.
- 1.4 With the successful delivery of the objectives, it is anticipated that certain outcomes will be positively impacted as a result. A number of outcome performance indicators (OPIs) have therefore also been identified, which will show how we expect specific aspects of the lives of Barnet’s residents to be positively affected, from key borough statistics – for example, employment, education, housing, social care – and results of the Residents’ Perception Survey (RPS).
- 1.5 Underpinning our approach to delivery of the Barnet Plan are the 4 key areas of Equalities, Partnership, Prevention and Place-based working. A number of activities have been identified which focus on these areas and these will be highlighted within the Delivery and Outcomes Framework as implementation progresses.
 - 1.5.1 Focus on Equalities: We have published our EDI policy which includes a detailed action plan. Progress against the actions in the plan is tracked and scrutinised by the EDI Steering Group and an Annual Equalities Report is brought to this committee.
 - 1.5.2 Working in partnership: Partnership working is central to how we expect to achieve the best outcomes for Barnet and many of our objectives within the plan will involve working closely with both our formal and informal partners, the details of which are outlined in the appendices, predominantly within the Family Friendly and Healthy themes.
 - 1.5.3 Focus on Prevention: Work is underway to develop a prevention strategy which outlines the principles we will use to tackle problems before they arise. Activities in Year 1 of the Barnet Plan where the prevention principles are being applied include increasing digital inclusion and tackling financial vulnerabilities within the Clean, Safe and Well Run theme.
 - 1.5.4 Place-based working: Recognising the value in tailoring our approach to the unique needs of people in a given location or within a specific community, to deliver effective solutions and / or services is a critical part of our approach to certain objectives within the Barnet Plan. In Year 1, we are beginning to co-ordinate work to support residents

of the Grahame Park estate in developing community-based responses to issues in their area.

- 1.6 The proposed framework will also include budget outturn information at service level, in order to present a comprehensive view of performance on the Barnet Plan, as well as highlight potential risks to delivery of the plan objectives.
- 1.7 Extensive engagement and consultation with workstream leads and services has been carried out over a number of months to clarify the priorities for the 4 years of the plan, specific activities for Year 1 (2021-22) and the most appropriate way of measuring progress on delivery and performance depending on the nature of the service and activity.
- 1.8 The proposed framework is very much a collaborative effort and has been designed to ensure minimal reporting burden to services. It also aims to avoid duplication in working practises.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The new Barnet Plan for 2021-25 was approved in March 2021 and is now being implemented. As a result, a Delivery and Outcomes Framework has been collaboratively designed to monitor progress in delivery and performance, and ensure that residents, partners, Members and others are able to see whether we are achieving the objectives set out in the plan.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Council could choose not to adopt an outcomes framework. However, having set out the council's objectives in the Barnet Plan, it is important that councillors and residents are able to see the progress the council has made in delivering those objectives.

4. POST DECISION IMPLEMENTATION

- 4.1 The details for performance indicators including baseline data and targets are being compiled, as well as beginning to establish mechanisms for monitoring new performance indicators identified as part of the Delivery and Outcomes Framework.
- 4.2 A quarterly report on the Delivery and Outcomes Framework will be brought to Policy and Resources Committee on a quarterly basis. The first report will be in December 2021 and will provide an overview of progress and performance for each Theme of the Barnet Plan for the period April to September 2021 (or the latest data available as at the end of September 2021).
- 4.3 This will consist of a progress update on Year 1 activities and performance against target and / or direction of travel against previous performance, as well as narrative and budget outturn information by Theme.
- 4.4 Reporting requirements for the Theme Committees have been discussed with Executive Directors. Performance on relevant objectives from each Theme of the Barnet Plan will

be taken to Theme Committees in line with their responsibilities as follows:

Theme Committee	Reporting	Frequency
Policy & Resources	An overview of all 4 themes of the Barnet Plan, as per the Delivery and Outcomes Framework, as well as budget outturn information	Quarterly
Adults & Safeguarding	An update on the Healthy theme will be included as an appendix to the quarterly Adults' performance report	Quarterly
Children, Education & Safeguarding	None. The agreed quarterly performance update for CES committee will continue	Not applicable
Community Leadership & Libraries	An update on the "Address issues of anti-social behaviour such as frauds, fly-tipping, noise nuisance and illegal parking" and "Tackling domestic abuse and gender based violence" objectives will be provided	6 monthly
Environment	An update on the relevant objectives within the Clean, Safe and Well Run and Thriving themes will be provided	6 monthly
Housing & Growth	An update on the relevant objectives within the Thriving theme will be provided	Quarterly

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 This report provides a strategic overview of the Delivery and Outcomes Framework that has been collaboratively designed to enable residents, partners, Members and others to see whether we are achieving the objectives set out in the Barnet Plan 2021-25.

5.1.2 Robust performance and budget monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of the strategic objectives set out in the Barnet Plan 2021-25.

5.1.3 Delivering the Barnet Plan will involve implementing a number of existing strategies across the council, working collaboratively with our partners and the voluntary sector. These strategies include the Health and Wellbeing Strategy, the Long Term Transport Strategy, the Growth Strategy, the Children's and Young People's Plan and the Life Chances Strategy. A number of other strategies are being developed as part of the Barnet Plan such as the Sustainability Strategy and the refreshed Violence Against Women and Girls Strategy.

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

5.2.1 Budget outturn positions will be included as part of the proposed Delivery and Outcomes Framework and reporting arrangements. More detailed information on financial performance will continue to be reported to Financial Performance and Contracts (FPC) Committee.

5.2.2 The proposed activity reporting builds on existing service priorities and reflects existing service strategies and reporting plans. There will therefore be no direct resource implications arising from this report.

5.3 Legal and Constitutional References

5.3.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.

5.3.2 The council’s Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Policy and Resources Committee:

(1) To be responsible for:

- Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy; and Corporate Plan to Full Council
- Finance including: Treasury management Local taxation; Insurance; Corporate procurement; Grants; Writing-off debt; Virements; Effective use of resources
- Procurement Forward Plan
- Local Plans (except for matters reserved to Full Council)
- Information Technology
- Strategic Partnerships
- Customer Services and Resident Engagement
- Emergency Planning

(2) To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.

(3) Consider for approval budget and business plan of the Barnet Group Ltd.

(4) To determine fees and charges for services which are the responsibility of the committee and to note decisions taken by Theme Committees, the Planning Committee and Licensing Committee on fees and charges within the remit of those committees.

5.4 Insight

5.4.1 In developing the Barnet Plan, insight and intelligence data from the recently created Insight function has been used to identify priorities and support decision making.

5.4.2 The proposed Delivery and Outcomes Framework will bring together data from across the organisation into one place, allowing a comprehensive view of progress and performance against the Barnet Plan themes.

5.4.3 Once 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.

5.5 Social Value

5.5.1 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. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.6 Risk Management

5.6.1 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 any high level (scoring 15 to 25) risks are reported to Policy and Resources Committee. Risks are currently reported as part of the budget papers. Going forward they will be incorporated in the quarterly reports on the Delivery and Outcomes Framework.

5.7 Equalities and Diversity

5.7.1 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 equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

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

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

5.7.3 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, in particular, to the need to:

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

5.7.4 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.

5.7.5 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:

- a) Tackle prejudice, and

b) Promote understanding.

5.7.6 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:

- a) Age
- b) Disability
- c) Gender reassignment
- d) Pregnancy and maternity
- e) Race
- f) Religion or belief
- g) Sex
- h) Sexual orientation
- i) Marriage and civil partnership

5.7.7 More detail regarding equalities, diversity and inclusion in delivering the Barnet Plan can be found in paragraph 1.5.1.

5.8 **Corporate Parenting**

5.8.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no implications for Corporate Parenting in relation to this report.

5.9 **Consultation and Engagement**

5.9.1 Consultation on the Barnet Plan 2021-25 was carried out in the autumn 2020. The Barnet Plan was approved by Council in March 2021.

6. **BACKGROUND PAPERS**

6.1 Council, 2 March 2021 – approved Corporate plan (The Barnet Plan 2021-25)
<https://barnet.moderngov.co.uk/documents/s63856/Appendix%20A%20BARNET%20Corporate%20plan%202021%20-%202025.pdf>