



## Policy and Resources Committee 9<sup>th</sup> December 2021

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| <b>Title</b>                   | Delivery and Outcomes Framework for the Barnet Plan – Q2 2021-22   |
| <b>Report of</b>               | Chairman of the Policy and Resources Committee   |
| <b>Wards</b>                   | All  |
| <b>Status</b>                  | Public   |
| <b>Urgent</b>                  | No   |
| <b>Key</b>                     | No   |
| <b>Enclosures</b>              | Appendix A: Clean, Safe & Well Run<br>Appendix B: Family Friendly<br>Appendix C: Healthy<br>Appendix D: Thriving |
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### Summary

This report provides a progress update on delivery of the Barnet Plan and performance against the associated Outcomes Framework Q2 2021-22.

### Officers Recommendations

1. That the Committee note the report and progress made towards delivering the agreed outcomes of the Barnet Plan

## 1. WHY THIS REPORT IS NEEDED

1.1 The council's corporate plan, the Barnet Plan 2021-25, was considered by Policy & Resources Committee 8 February 2021 and agreed at Full Council 2 March. This sets out the council's vision to provide the best possible services for residents in communities where there are opportunities to grow and thrive, and where everyone feels safe. Placing residents at the heart of everything we do, the Plan is built around 4 core, cross cutting themes - Clean, Safe & Well Run, Family Friendly, Healthy and Thriving - with prevention and equalities running through all that we do. In terms of how we work, we said we wanted to do more in collaboration with partners across the borough and explore how we could take more a more place-based approach to meet resident needs.

1.2 **Organisationally**, over the last 6 months we have put in place a delivery structure to support the implementation of the Barnet Plan, including:

- Investing £6.2m of new or additional resource (confirmed at P&R 16 June 2021) across a range of priorities
- Established a programme management structure and additional support by the Strategy Team to CMT theme leads, providing additional capacity to support delivery, managing dependencies and reporting
- Established rhythm of quarterly reporting to CMT
- Developed and implemented the Delivery and Outcomes Framework as the primary reporting mechanism for the delivery of Barnet Plan activities and outcomes

### 1.3 Delivery and Outcomes Framework

1.3.1 The Programmes, Performance and Risk team have led on the co-design and implementation of the Delivery and Outcomes Framework which was agreed at Policy & Resources Committee 30 September 2021. It 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. Through this we will provide assurance that the objectives within the Barnet Plan are being delivered as planned and highlight any potential areas of concern. With the successful delivery of the objectives, it is anticipated that certain outcomes will be positively impacted as a result.

1.3.2 The attached Delivery and Outcomes Framework Q2 2021-22 reports provide full details on the data and narrative against the agreed activities.

1.3.3 The Barnet Plan identifies key priorities for the council, the Delivery and Outcomes Framework reports on actions, tied to those priorities, it does not report on all council activity. Nor does it replace the committee reporting structures.

1.3.4 For each theme, an overall summary has been provided to show overall progress status of the objectives within that theme; there are also charts to show the progress status of the Year 1 activities<sup>1</sup> and where available, a comparison against last year for the Key Performance Indicators agreed in the Delivery and Outcomes Framework. Detailed tables showing the progress status and a narrative update on each Year 1 activity, and the latest available data for each Outcome Performance Indicator and Key Performance Indicator are shown underneath, grouped by objective. It should be noted that a large proportion of the Outcome Performance Indicators are being taken from the Residents' Perception Survey, for which the latest available data is from Autumn 2020. Direction of travel information has not been provided for these indicators as there is no recent data since the previous survey before that was in Autumn 2017. This year's survey will run from 26 October to 31 December and so the outcomes shown in the end of year reporting for 2021-22 will include the results from this.

1.3.5 Below provides key highlights for each of the themes over the last 6 months:

### 1.3.6 Clean, Safe and Well Run

Key highlights are:

- The business case to replace the core contact centre technology has been agreed. This will provide an omni-centre platform which will provide service officers with an overview of all contacts regardless of channel
- Digital Barnet, [www.barnet.gov.uk/digitalbarnet](http://www.barnet.gov.uk/digitalbarnet), the one stop place for Barnet's digital skills and support offer for residents and staff, was launched on 18 October 2021 to coincide with the start of Get Online Week
- Fly-tipping: Collaborative work across enforcement and street scene to address fly-tipping with a borough wide communication campaign. 21 ward based enforcement officers have been recruited providing increased visibility across the borough
- The strategic review of Barnet's Community Safety CCTV requirements and the procurement for new CCTV contracts was approved at CLL Committee on 6 October
- Green Waste subscription has a participation rate of 59% (based on the 75,000 bins previously serviced). We believe this is highest participation rate in London based on the information that is available
- Work continues to explore how debt and wider vulnerabilities data can support delivering targeted and preventative support
- On the 28 September, our Finance Team won Team of the Year at the Public Finance Awards
- The Events Umbrella contract has been extended up to December 2022 and the Winter 2021 programme is in development. CMT agreed to extend Discover Barnet and the winter programme
- Shortages to drivers and materials has meant Network Recovery Programme (NRP) is slightly behind schedule. This is being closely monitored in close contact with the supply chain to ensure steady progress

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<sup>1</sup> A number of the indicators reported have been introduced to measure activity from the Barnet Plan so are new and therefore there is no historic/comparable data

### **1.3.7 Family Friendly**

Key highlights include:

- Published the Corporate Parenting strategy, including a child friendly version published in November 2021
- Service user engagement and youth participation officers are now in post. These will pull together strands of engagement, feedback, participation, and co-production and support the development of a service user engagement strategy. In addition to this, the Child Participation strategy is due to go out to consultation in December 2021
- Delivered the Youth Justice Plan 2021-2023. This plan has 8 strategic priorities to reduce re-offending, resettlement, disproportionality, prevention & diversion, protecting the public, addressing serious youth violence and child criminal exploitation, and keeping young people at the centre
- Launched the Parenting Hub on 11 November. This will provide specialised support to families across Barnet to ensure that the youngest children have the opportunity to the best start in life. Group and individual interventions, along with parent-child attachment-based work, will bring parents and their children aged 0-5 together to achieve this in a family friendly space
- Published the Life Chances action plan
- Delivered continually improving services to Looked After Children – Ofsted visit on 23 and 24 June

### **1.3.8 Healthy**

Key highlights include:

- Integrated Hospital Discharge Team has been successfully implemented, delivering a better return to home experience for residents leaving hospital
- Earlie this month Barnet Council, with other councils in the North Central London (NCL) CCG area jointly won, the top prize in the 'Health and Social Care' category in the Local Government Chronicle (LGC) awards
- Barnet Suicide Prevention Partnership 2021-25 has been established, a prevention campaign has been launched and a suicide prevention strategy is in development
- Launched consultation on the Domestic Abuse (DA) and Violence Against Women and Girls (VAWG) Strategy 2021-2024, 29 October – 20 December 2021 and the final version will be published in the new year
- Fit and Active Barnet Framework is being refreshed, with public consultation planned in new year
- The Homelessness Prevention Insight Project is taking place, this will provide an understanding of the customer experience and establish the full range of homelessness early intervention and prevention activities taking place across the borough. The final report is expected in March 2022

### **1.3.9 Thriving**

Key highlights include:

- The Skills and Employment Action Plan was agreed at Housing and Growth Committee 14 June 2021. To date 429 residents have been supported into work by the employment and skills team
- Supporting digital connectivity by connecting 2,000 homes - with gigabit broadband - with a further 5,000 homes expected by March 2022.
- Continued support to local businesses through the payment of £112m of COVID business support grants

- Works are progressing at pace on the Brent Cross West station and the first stage of highways works has been completed
  - Started the development of a Sustainability Strategy - the framework will be presented to Policy and Resources Committee in December 2021
  - Whilst there has been progress on a number of Long-Term Transport Strategy schemes, the impact of COVID-19 on TfL budgets has disrupted some projects
- 1.4 An integral element of the delivery of the Barnet Plan is adopting preventative measures to help people remain healthy, happy and independent in all aspects of life. This will need us to think about and deliver some services and activities in a different, or more joined up ways. A Prevention Strategy is currently being drafted.
- 1.5 Our preventative approach is reflected across the four themes and the current prevention activities in year 1 include financial debt and vulnerability, development of a Social Value policy, Joint Health & Wellbeing Strategy, Community Participation Strategy, digital inclusion, longer term impacts of Covid-19 work, productivity and skills, insight and strategy and health and wellbeing of Grahame Park estate.
- 1.6 Equalities, Diversity and Inclusion (EDI) is a core strand running through all our priorities in the Barnet Plan and fundamental to how we work as a council. We want to support all our communities to thrive in an environment that is free of harassment and discrimination. The Annual Equalities Report is forthcoming to Policy and Resource Committee on the 9 Dec. The report highlights our progress on promoting and supporting diversity in the workplace which contributes towards employee wellbeing and engagement and having a diverse workforce. A study is also being carried out investigating existing data sets in key areas of resident facing services to establish what they tell us in terms of protected characteristics. This will enable us to assure ourselves that we understand the impact of our strategies and policies on protected characteristics.
- 1.7 Over the past 2 years a group of staff volunteers have established The Barnet Equalities Allies which is an 'umbrella' group addressing an identified need for targeted groups to support Barnet staff. Seven groups have been established addressing different needs and below are key highlights:

**BRAG** – Black Resource Action Group – support for Black staff across the organisation in the form of listening circles – also works on organisational change:

- Barnet signed up to the BITC (Business in the community) Race at Work Charter and are working on the 7 key actions as part of this.
- Staff engagement events/listening circles and panel discussions becoming common place – not just from the BRAG – to allow staff to speak openly about current events or experiences and for others to listen – bringing about a shared empathy and collective understanding and sometimes action.

**ARRG** – Anti-Racism Resource Group – works as a 'sister group', progresses allyship in the council and works with BRAG on organisational changes:

- Supporting 'uncomfortable conversations', through educating staff via events and listening circles
- Challenging micro-aggressions at work and looking at ways positive action can be incorporated into policy

**The Women's Network** – tackling gender inequalities and a safe space:

- Held a successful International Women's Day panel, which included a range of high achieving women from central government, commercial and blue-chip companies
- Championing wellbeing and health issues which affect women at work – for example menopause health
- Supporting solo parents

**Staff Disability Network** – support for staff living and working with a disability and also progresses on practical inclusions that are needed for staff who have a disability:

- Signed up the organisation to the Disability Confident Scheme – currently at committed status

**LGBTQ+ Network** – support and a safe space for staff who identify at LGBTQ+:

- Encouraging the Council to be visibly supporting LGBTQ+ people, i.e. flying Pride Flag at Hendon Town Hall during Pride Month, staff adding pronouns to their email signatures.
- The development of the EDI Dashboard to monitor staff demographics and encouraging LGBTQ+ staff to complete the monitoring form.

**Cultural Diversity Group** – a group that embraces all cultures (and faiths) via events and raising awareness among wider staff

**Community Informed Group** – an externally facing group that works with local organisations:

- Working in resident feedback through events etc to inform commissioning and delivery of culturally sensitive services from the council to residents

## 2. REASONS FOR RECOMMENDATIONS

- 2.1 The Barnet Plan for 2021-25 was approved at Full Council 2 March 2021 and is now being implemented. 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. The Delivery and Outcomes Framework was agreed at Policy & Resources 30 September and this report provides progress on the first 6 months of the delivery of the Barnet Plan.

## 3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None

## 4. POST DECISION IMPLEMENTATION

- 4.1 Reporting the Barnet Plan outcomes in this way seeks to bring together plan outcomes into a single place, it does not preclude or replace any existing arrangements. 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:

| <b>Theme Committee</b>             | <b>Reporting</b>   | <b>Frequency</b> |
|------------------------------------|--|------------------|
| 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 The Barnet Plan sets out the corporate priorities and how we will deliver them. This report provides an update on the progress of the Barnet Plan year 1 activities to end of Q2.

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

5.2.1 MTFs/business planning proposals have been mapped back to the objectives of the Barnet Plan to ensure the budget includes resources to deliver all the elements of the plan. It should be noted that the Barnet Plan does not cover all budget areas – it provides a set of overall developmental priorities and sets out areas of focus. As such, in some areas 'business as usual' budgets already support delivery of key objectives, while in others there may be additional funds allocated to support delivery. More detailed information on financial performance will continue to be reported to Financial Performance and Contracts (FPC) Committee and Policy & Resources Committee.

### **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 brings 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 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:

5.7.2 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.

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:

- 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.

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:

- Tackle prejudice, and
- 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:

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

5.7.7 Our approach to the delivery of the Barnet Plan is intended to benefit all communities and

groups within Barnet. Where individual decisions are required in relation to specific elements of delivery these will be considered on a case by case basis to ensure no group is disadvantaged or left behind.

## **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.

5.9.2 The Delivery and Outcomes Framework was approved at Policy & Resources Committee 30 September 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>

6.2 Policy & Resources Committee, 30 September 2021 – approved Delivery and Outcomes Framework  
<https://barnet.moderngov.co.uk/documents/s66664/Proposed%20Delivery%20and%20Outcomes%20Framework%20for%20the%20Barnet%20Plan%202021-25.pdf>