

	Performance and Contract Management Committee 31 May 2016
Title	Corporate Plan - 2016/17 Addendum
Report of	Chief Operating Officer
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Corporate Plan – 2016/17 addendum Appendix B: Benchmarking report
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Summary

On 7 January, the Committee received a report setting out our approach to business planning for 2016/17. A light-touch refresh of the Council's key business plans has taken place to ensure that they reflect changes in national policy and local priorities in light of continuing budget and demand pressures. This report provides an update on this work and presents the 2016/17 addendums to the Corporate Plan and Commissioning Plans, which have been approved by full Council and the theme Committees.

Recommendations

1. That the Committee note the 2016/17 addendums to the Corporate Plan (Appendix A) and Commissioning Plans (found at www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance)
2. That the Committee review the benchmarking report (Appendix B) and consider whether other tailored reports should be added to the forward plan each financial year.

1. WHY THIS REPORT IS NEEDED

- 1.1 A light-touch refresh of the Council's key business plans has taken place to ensure that they reflect changes in national policy and local priorities in light of continuing budget and demand pressures. 2016/17 addendums to the Corporate Plan and Commissioning Plans have been approved by full Council and the theme Committees.

Corporate Plan and Commissioning Plans

- 1.2 A 2016/17 addendum to the Corporate Plan was approved by full Council on 4 April 2016. This provides a new foreword from the Leader and revised targets for the *strategic* indicators, which reflect the council's strategic priorities of:
- **Responsible growth and regeneration** – which is essential for the borough, to revitalise communities and provide new homes and jobs – and for the council to generate revenue to spend on local services. The council will approach regeneration in a responsible way – replacing what needs to be replaced and protecting the things that residents love about the borough, such as its green spaces
 - **Managing demand for services** – with a growing population, demand for services is increasing which puts pressure on resources. Since 2010, we've successfully met a 25% budget gap largely through efficiency savings and delivering services differently; in order to meet a further 25% budget gap to 2020, we'll focus on doing more to manage demand for local services
 - **Transforming services and doing things differently** – we will continue to look at how local services can be redesigned to make them more integrated and intuitive for the user, and more efficient to deliver
 - **Community resilience** – as the council does less in some areas, residents will need to do more. We're working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities.
- 1.3 These priorities are underpinned by a commitment to **continual improvement in our customer services** and to be as **transparent as possible with the information we hold and our decision-making**. The *strategic* indicators will continue to be reported to Performance and Contract Management Committee on a quarterly basis.
- 1.4 As part of the refresh of the Council's key business plans, on 7 January 2016, Members of Performance and Contract Management Committee were invited to review the *strategic* indicators in the Corporate Plan and make any recommendations for changes in 2016/17. In response to recommendations, several new *strategic* indicators have been incorporated, including on the website, council tax and business rates.
- **Responsible growth and regeneration**
New indicators to reflect homelessness prevention work and efforts to manage demand by helping people in temporary accommodation to

access housing in the private rented sector; and local procurement activity as part of the Entrepreneurial Barnet programme:

- *Households placed directly into the private sector by Barnet Homes*
- *Percentage of total spend with local businesses*

- **Managing demand for services**

New indicators to reflect the experience of adult service users/carers and family services early intervention work:

- *Percentage of people who use services who say those services make them feel safe and secure*
- *Number of instances of information, advice and guidance provided to carers*
- *Number of children in care per 10,000*

- **Transforming services and**

New indicators to monitor the contract with Cambridge Education in providing education and skills services:

- *Average Attainment 8 score and Average Progress 8 score*
- *Percentage of primary pupils achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2*
- *Percentage of pupils eligible for free school meals in the past 6 years (FSM6) achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Stage 2*
- *Average Attainment 8 score and Average Progress 8 score of looked-after children*
- *Percentage attendance levels at primary schools*

- **Community resilience**

New indicators to reflect the quality of the Council's social work practice and the voice of the child in the design and delivery of family services:

- *Percentage of young people in care who know about the Corporate Parenting Pledge*
- *Proportion of care leavers age 19 – 21 in suitable accommodation*

- **Customer services and transparency**

New indicators to reflect the Council's commitment to continual improvement in customer services and to be as transparent as possible with the information it holds and decision-making:

- *Business rate collection*
- *Council tax collection*
- *Customer cases that are closed within the agreed timescales*
- *Satisfaction with the council's website*
- *Overall satisfaction with customer services*

1.5 Similarly, 2016/17 addendums to the Commissioning Plans were approved by the theme Committees in March 2016. These provide revised targets for the Council's *critical* indicators, which reflect the theme Committees commissioning priorities. The *critical* indicators will continue to be reported to Performance and Contract Management Committee by exception (where we

have an area of underperformance) on a quarterly basis. In addition, the theme Committees will receive an annual and six-month report on performance in the first and third quarters of the financial year.

- 1.6 The 2016/17 addendums can be found online at www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.

Management Agreements

- 1.7 As well as the Corporate Plan and Commissioning Plans, the Management Agreements for the Council's internal Delivery Units have been refreshed for 2016/17 and are in the process of being signed off by the Commissioning and Delivery Unit Directors. These include revised targets for the Council's *operational* indicators, which will continue to be published on the website on a quarterly basis as part of each Delivery Units' performance reports and can be used at Performance and Contract Management Committee for deeper review of the performance of different services.

Benchmarking

- 1.8 As well as continuing to report on the top line performance of the Council via the Corporate Plan and exceptions where services are underperforming, tailored reports can be provided during the year using a range of benchmarking data. Such reports can help to provide a better understanding of the Council's comparative performance and value across key services and identify areas for improvement. A brief look into the type of tailored reports that can be provided is available at Appendix B. This shows:

- The LG Futures report on value for money provides the Council's projected expenditure in 2015/16 (Revenue Accounts). Compared nationally, Barnet's **unit costs** are 25.7% below average, and **ranked third best** (i.e. 121st highest out of 123 comparable authorities) in 2015/16.
- The London Councils LAPS Dashboard provides comparative data for up to 36 indicators. Compared to its nearest neighbour group of local authorities, Barnet performed **best in Quarter 2 2015/16** in terms of the number of indicators **above benchmark** (the London average) on the London Councils **LAPS Dashboard** of 36 indicators.

- 1.9 **Members are asked to consider whether other tailored reports should be added to the forward plan each financial year.** For this year, it is proposed that a report is provided on back office services to inform the CSG contract review (from CIPFA) and further reports on different service areas are developed for Performance and Contract Management Committee as appropriate.

2 REASONS FOR RECOMMENDATIONS

- 2.1 A key element of effective strategic and financial management is for the Council to have comprehensive business plans in place that ensure there is a

clear strategy for addressing future challenges, particularly in the context of continuing budget and demand pressures (resulting from demographic and legislative changes), delivering local priorities and allocating resources effectively.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 There is no statutory duty to have a Corporate Plan or Commissioning Plans, but it is considered to be good practice to have comprehensive business plans in place that ensure the Council's vision for the future is clearly set out and transparent.

4 POST DECISION IMPLEMENTATION

- 4.1 The 2016/17 addendums to the Corporate Plan and Commissioning Plans were approved by Full Council and the theme Committees during March and April 2016. These will be communicated internally and with key stakeholders.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This report asks Members to note the 2016/17 addendums to the Corporate Plan and Commissioning Plans, including revisions to the *strategic* and *critical* indicators.

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

- 5.2.1 In addition to continuing budget reductions, demographic change and the resulting pressure on services pose a significant challenge to the Council. The organisation is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old population groups.

- 5.2.2 The Corporate Plan has been informed by the Budget and Medium Term Financial Strategy, agreed by Council on 3 March 2015. This included a savings target of £90.8m required by 2019/20 and a capital investment programme through to 2019/20.

5.3 Social Value

- 5.3.1 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.

5.4 Legal and Constitutional References

- 5.4.1 All proposals emerging from the business planning process must be considered in terms of the council's legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.
- 5.4.2 The [Council's Constitution, in Part 15 Annex A, Responsibility for Functions, states](#) the functions of the Performance and Contract Management Committee include (amongst other responsibilities):
- a) Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.
 - b) Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group (Including Barnet Homes and Your Choice Barnet); HB Public Law; NSL (Parking Contractor); Adults and Communities; Family Services; Education and Skills; Streetscene; Public Health; Commissioning Group; and Assurance.
 - c) Receive and Scrutinise contract variations and change requests in respect of external delivery units.
 - d) To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.
 - e) Specific responsibility for the following function within the Council:
 - a. Risk Management
 - b. Treasury Management Performance
 - f) Note the Annual Report of the Barnet Group Ltd.

5.5 Risk Management

- 5.5.1 The Council has an established approach to risk management. Key corporate risks are assessed regularly and reported to Performance and Contract Management Committee on a quarterly basis.

5.6 Equalities and Diversity

- 5.6.1 The general duty on public bodies is set out in section 149 of the Equality Act 2010.
- 5.6.2 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; and
 - c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.6.3 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.

5.6.4 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.

5.6.5 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, the need to tackle prejudice; and promote understanding.

5.6.6 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.

5.6.7 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

5.6.8 It also covers marriage and civil partnership with regard to eliminating discrimination.

5.6.9 In agreeing the Corporate Plan, the council is setting an updated strategic equalities objective and reiterating our commitment to delivering this. The strategic equalities objective is as follows:

- Citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

5.7 Consultation and Engagement

5.7.1 The Corporate Plan and Commissioning Plans were informed by extensive consultation through the Budget and Business Planning report to Council (3 March 2015).

5.7.2 The consultation aimed to set a new approach to business planning and engagement by consulting on the combined package of the Corporate Plan, Commissioning Plans, and budget. In particular it aimed to:

- Create a stronger link between strategy, priorities and resources
- Place a stronger emphasis on commissioning as a driver of the business planning process.
- Focus on how the Council will use its resources to achieve its Commissioning Plans.

5.6.3 To allow for an eight week budget consultation, consultation began after Full Council on 17 December 2014 and concluded on 11 February 2015. Further consultation on the budget for 2016/17 will be undertaken following Policy and Resources Committee on 16 December 2015.

6 BACKGROUND PAPERS

6.1 The 2016/17 addendums to the Corporate Plan and Commissioning Plans can be found at: www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance

6.2 The full version of the Corporate Plan can be found at: <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

6.3 The quarterly performance reports for all Council services – internal Delivery Units and contracted providers – can be found at: <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>