



Environment Committee

11th January 2018

Title	Draft Corporate Plan 2018/19 addendum
Report of	Chairman of the Environment Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Draft Corporate Plan 2018/19 addendum
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Summary

In March 2015, a five year Commissioning Plan was approved up to 2020, which set out the *key activities* and *targets* for the Environment Committee across its core areas of responsibility. All Theme Committees agreed a Commissioning Plan. Each year the Commissioning Plans are refreshed and an addendum published. This year the Commissioning Plans have been incorporated as part of the Corporate Plan 2018/19 addendum, as appendices.

This report sets out the draft Corporate Plan 2018/19 addendum, with the appendix for Environment Committee. The Corporate Plan 2018/19 addendum, with all Theme Committee appendices, will be considered by Policy and Resources Committee on 13 February 2018 before being ratified by Council on 6 March 2018

Officers Recommendations

That the Committee review the draft Corporate Plan 2018/19 addendum, including the *key activities* and *targets* for the Environment Committee, and recommend any changes prior to consideration of the Corporate Plan 2018/19 addendum by Policy and Resources Committee on 13 February 2017.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Corporate Plan was agreed by Council on 14 April 2015. It set the direction for the council up to 2020, including the *corporate priorities* and *targets* against which progress is measured. Each year the *corporate priorities* and *targets* are reviewed to ensure they remain focused on the things that matter most to the council; and these are published in an addendum to the Corporate Plan. Alongside this, each Theme Committee agreed a five year Commissioning Plan up to 2020, which set out the *key activities* and *targets* for its core areas of responsibility. These are also refreshed annually.
- 1.2 This year the Corporate Plan and Commissioning Plans have been streamlined into one document – the **Corporate Plan 2018/19 addendum (see Appendix A)**. The main body of the document has been slimmed down to focus on the council's *purpose, corporate priorities, staff values* and *financial position*. The *key activities* and *targets* for each Theme Committee (replacing the Commissioning Plans) have been set out in separate appendices (see Appendix E for the Environment Committee).

Corporate priorities

- 1.3 The *corporate priorities* for 2018/19 have been set out by Theme Committee, and include two *corporate priorities* that fall under the remit of the Environment Committee. These are:
- **Modernising environmental services:** changes to the Street Scene Cleansing Model will introduce new mechanical technologies into the service that are aimed at improving service quality and efficiencies. The service will also implement a new flexible management model which enables operational management to work across both the Recycling and Waste and Street Cleansing services. This will allow greater synergies across the service. We are reviewing our current fleet and the opportunity to make efficiencies through optimum use of vehicles and the use of an electric fleet where possible.
 - **Delivering highways improvements:** we will continue to invest in the Network Recovery Plan for our roads and pavements (£50million over five years), and additional capital investment in road patching and potholes, as well as investing in Transport for London (TfL) Local Implementation Plan projects to improve safety, parking, and local transport. We are also shaping

our enforcement approach on 'polluters pay' principle and clamping down on fly tipping and littering.

Key activities

1.4 In addition to the two *corporate priorities* above, the *key activities* have been reviewed, with the proposal that the Environment Committee focus on the following three *key activities* in 2018/19:

- **Delivering transport improvements:** over the coming year we plan to deliver £400k of electric vehicle charging infrastructure and introduce a 'floating model' car club to try to reduce car usage and transition to cleaner models of transport. We will also be further developing the Long Term Transport Strategy for the borough, which aims to move people towards greener modes of travel, such as public transport or electric vehicles.
- **Investing in parks and open spaces for a greener borough:** we will be constructing new facilities at Montrose Recreation Ground/Silkstream Park which will provide a new cafeteria and pavilion building, children's play facilities, junior football pitches and a community garden. We will also be completing masterplans for Copthall, West Hendon, Barnet Playing Fields, and North West Green Belt sites to define improvements to those areas, commencing the improvement works to Victoria Park and the Colindale and Rushgrove sites as part of the wider Colindale regeneration area. Finally, we will commence the planning of parks and open spaces provision in the Brent Cross regeneration area.
- **Delivering efficient regulatory services:** the Trading Standards service will continue to investigate serious complaints of unfair trading, fraud, and consumer safety, and we will work to ensure that licensed premises meet the licensing objectives. We will continue to work with neighbouring boroughs to implement project plans under the Mayors Air Quality Fund. We will also investigate public health, noise, nuisance and anti-social behaviour service requests and work with interested parties to resolve problems, and will implement the latest technology to enhance the funeral service, investing in modernisation of cemetery buildings and investigating means to prolong the life of Hendon Cemetery and provide additional burial space locally.

Targets

1.5 The suite of indicators for the Environment Committee has been reviewed in line with the *corporate priorities* and *key activities* for 2018/19 and condensed to ensure they remain focused on these. The proposed targets for 2018/19 (and any revisions to targets for 2019/20) have been presented in 'red' text (in Appendix E).

Next steps

1.6 Members are invited to review the *key activities* and *targets* in Appendix E and make any recommendations for changes prior to the **Corporate Plan 2018/19**

addendum being considered by the Policy and Resources Committee on 13 February 2018.

- 1.7 The Corporate Plan will continue to be monitored by Performance and Contract Management Committee on a quarterly basis and the Environment Committee will receive a progress report at least annually on the *key activities* and *targets*.

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 but it is considered to be good practice to have a comprehensive business plan in place that ensures the council's vision for the future is clearly set out and transparent.

4 POST DECISION IMPLEMENTATION

- 4.1 The refreshed Corporate Plan 2018/19 addendum will be presented to the Policy and Resources Committee on 13 February 2018. Revisions to this will be communicated internally and with key stakeholders.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This report invites Members to review the Corporate Plan 2018/19 addendum, including the relevant appendix setting out the *key activities* and *targets* for the Committee.

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 2018/19 addendum has been informed by the Medium Term Financial Strategy, which sets out the need to make savings of £40.795million. £17.695million of the budget gap is due to be met from reserves by 2019/20; and there are savings proposals to mitigate

£28.556million, of which the Environment Committee is expected to save £4.695m across its portfolio. After contributing approximately £12.133million to infrastructure works, there is a remaining gap of £6.677million. The savings proposals for the two years are:

2018/19	2019/20	Total
£11.287m	£17.269m	£28.556m

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 This is in line with the Council's Constitution (Article 7) which sets out the terms of reference of the Environment Committee.

5.5 Risk Management

- 5.5.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. All risks are reviewed on a quarterly basis (as a minimum) and the corporate risk register (comprising strategic and high level service/joint risks) is reported to Performance and Contract Management Committee as part of the Performance Monitoring Report.

5.6 Equalities and Diversity

- 5.6.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to:
- 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.
- 5.6.2 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.
- 5.6.3 In order to assist in meeting the duty the council will:

- Take steps to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

5.6.4 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

5.7 Corporate Parenting

Not applicable.

5.8 Consultation and Engagement

5.8.1 The Corporate Plan 2015-2020 and subsequent addendums have been informed by extensive consultation through the budget and business planning process, including reports to Council in March each year.

5.8.2 The consultation, which has been undertaken in the autumn of each year, has consulted on a combined package of the budget and Corporate Plan. In particular it has 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 Corporate Plan.

5.9 Insight

Not applicable.

6 BACKGROUND PAPERS

6.1 The Corporate Plan 2015-2020, along with the addendums for 2016/17 and 2017/18 are available at <https://barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>