

Policy and Resources Delivery Plan (Year 2) 2020/21

1. Committee Context

The Policy and Resources (P&R) Committee is the principal way that strategic policy and plans on major issues are discussed and recommended to Full Council. The committee is responsible for strategic policy, finance, corporate risk management, Information Technology, strategic partnerships, emergency planning and customer services.

2. Financial Context

The total amount of savings identified for P&R Committee for 2020/21 is £1.821m. This is shown in Table 1.

Table 1: Savings proposals

Savings Ref	Service Area	Description of Saving	2020/21 £000
P&R1	Growth & Corporate Services, CSG Management Fee	The council entered into the Customer and Support Group contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10-year period. This includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already been reduced and forms part of the council's existing budget and Medium Term Financial Strategy.	(871)
P&R2	Finance, Revenues and Benefits	Increased recovery of housing benefit overpayments	(500)
P&R3	Growth & Corporate Services, Human Resources and Organisational Development	Strategic HR services were previously provided through the CSG contract which contained a reduction in the cost of back office services including Strategic HR. Strategic HR has been returned to the council on the same basis, with savings targets for future years.	(14)
P&R4	Growth & Corporate Services, Strategy and Communications	Reconfigure Communications and Strategy team, identifying efficiencies, reducing running costs and increasing income - such as through the filming contract, increase advertising on the web and in publications. The 20/21 and 21/22 saving is proposed to come from not renewing the current Voluntary, Community and Faith Sector support contract when it ends in Year 2 and looking at alternative ways of supporting the sector. This is a part year effect for 20/21 and full year effect from 21/22. It also includes cost neutralising Barnet First by Year 5 through increased income or taking a digital approach.	(32)

Savings Ref	Service Area	Description of Saving	2020/21 £000
P&R5	Growth & Corporate Services, Commercial Management	Reconfigure Commercial, Performance and Executive Support (Year 1 counted in senior management line)	(153)
P&R6	Assurance	Paperless committees (subject to robust digital infrastructure in place))	(68)
P&R7	Growth & Corporate Services, Customer Services & Digital	Stop funding of printer cartridges as part of digitisation	(3)
P&R8	Assurance	Make CAFT team cost neutral through increased income generation including expansion of sold service to OLAs	(100)
P&R9	Growth & Corporate Services, Customer Services & Digital	Saving on the re-procurement of telephone and web based payment contract	(80)
TOTAL			(1,821)

3. Delivery of Priorities (Key Actions, KPIs and Risks)

Committee priority: Ensuring we have strong financial management

	Key Actions	Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Deliver £175m of Community Infrastructure Levy (CIL) and New Homes Bonus (NHB) and £52m extra council tax by 2025.	March 2021	Finance	Director of Finance (monitoring lead; delivery rests in other areas)
2	Support council services to deliver all services within approved budgets for General Fund, Dedicated Schools Grant, and Housing Revenue Account.	March 2021	Finance	Assistant Director of Finance
3	Support council services to achieve all planned savings within approved budgets.	March 2021	Finance	Assistant Director of Finance
4	Maintain non-ringfenced revenue reserves above £30m across the MTF5 period.	March 2021	Finance	Deputy Director of Finance
5	Implement internal audit actions within agreed timeframes (linked Audit report to Audit Committee)	March 2021	Assurance	Head of Internal Audit

Key Actions		Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
6	Report outcomes of related CAFT investigations (linked to CAFT report to Audit Committee)	March 2021	Assurance	Head of Counter Fraud

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Outturn is within £1m of the budget (q)	Smaller is Better	<£1m	£4.206m	<£1m	Finance	Assistant Director of Finance
In-year incoming resources balanced to outgoing resources (q)	Smaller is Better	-£4.2m	-£7.057m	0	Finance	Deputy Director of Finance
Budget savings being delivered (q)	Bigger is Better	Monitor	47%	>85%	Finance	Assistant Director of Finance
High and medium audit recommendations issued relating to fundamental financial systems (q)	Smaller is Better	Monitor	41	0	Finance	Deputy Director of Finance
Implemented high and medium audit recommendations relating to fundamental financial systems (q)	Bigger is better	90%	82% (A)	100%	Assurance	Head of Internal Audit
Corporate fraud cases closed	Bigger is better	Monitor	23	Monitor	Assurance	Head of Counter Fraud
Concessionary travel fraud cases closed	Bigger is better	Monitor	57	Monitor	Assurance	Head of Counter Fraud
Financial investigations closed	Bigger is better	Monitor	2	Monitor	Assurance	Head of Counter Fraud
Tenancy fraud cases closed	Bigger is better	Monitor	111	Monitor	Assurance	Head of Counter Fraud

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
FIN001	Finance	Impact of political uncertainty on Finances	The uncertainty of the national and regional political landscape, legislative changes and local government funding could lead to changes that affect council services and as a result in a further reduction of the multi-year budget.	Deputy Director of Finance	Finance

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
FIN002	Finance	Implementation of 2020/21 savings	If the savings identified for 20/21 are not fully implemented this could lead to non-achievement of MTFs targets and an overspend on the revenue budget resulting in an impact on services and financial consequences for the council.	Assistant Director of Finance	Finance
FIN003	Finance	Financial Controls	If there are ineffective internal controls, governance arrangements, or policies and procedures this could increase the risk of the council being unable to prevent an incident of organised or high value fraud, bribery or corruption resulting in possible financial and reputational loss.	Director of Finance	Finance
FIN003	Finance	Financial Controls	If there are ineffective internal controls, governance arrangements, or policies and procedures this could increase the risk of the council being unable to prevent an incident of organised or high value fraud, bribery or corruption resulting in possible financial and reputational loss.	Director of Finance	Finance

Committee priority: Continuing to improve customer services

	Key Actions	Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Embed customer service values and strong resident focus in the organisation's culture by: holding internal staff engagement sessions; implementing new customer service standards; and publishing a new customer experience strategy	December 2020	Customer Service and Digital	Head of Customer Service and Digital
2	Integrate new Street scene system with customer interface across web and phone.	October 2020	Customer Service and Digital	Head of Customer Service and Digital
3	Review correspondence in high volume service areas and implement changes to simplify	September 2020	Customer Service and Digital	Web Manager
4	Implement improvements to the website based on resident feedback, including online forms to reduce the need for residents to call the council	November 2020	Customer Service and Digital - Web team	Web Manager

Key Actions		Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
5	Ensure the website meets 100% accessibility requirements	November 2020	Customer Service and Digital - Web team	Web Manager

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Overall satisfaction with customer services (excl. web satisfaction) (q)	Bigger is Better	89%	89.7% (G)	90%	Customer Service and Digital	Head of Customer Service and Digital
Satisfaction with the council's website (q)	Bigger is Better	55%	30% (R)	55%	Customer Service and Digital – Web team	Web Manager
Increase in web volumes (r) ^[1]	Bigger is Better	10%	+31% ^[2] (G)	15%	Customer Service and Digital – Web team	Web Manager
Reduction in phone volumes (r) ^[3]	Bigger is Better	30%	-8% ^[4] (G)	20%	Customer Service and Digital	Head of Customer Service and Digital

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
G&C019	Customer Service and Digital	Internal culture & process failure	Internal staff do not adopt new ways of working to improve the overall customer experience. Service process failure results in repeat calls and general dissatisfaction in council services	Head of Customer Service and Digital	Finance
G&C021	Customer Service and Digital	Unexpected Customer service demand	Unexpected increases on demand for customer services could lead to unplanned increase in costs to the Council and wait times for customers resulting in additional financial cost to the council.	Head of Customer Service and Digital	Finance

^[1] Percentage increase in web volumes compared to same time last year.

^[2] Rolling 12 months to September 2019.

^[3] Percentage reduction in phone volumes compared to same time last year.

^[4] Rolling 12 months to June 2019

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
G&C022	Customer Service and Digital	Website User Experience	Technical, accessibility and user experience problems could prevent customers from fully utilising the council website causing user dissatisfaction with the website and wider customer experience	Head of Customer Service and Digital	Finance

Committee priority: Planning strategically to enable Barnet to grow and meet the needs of residents

	Key Actions	Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Publish for consultation the Infrastructure Delivery Plan and Site Viability evidence alongside a revised Draft Community Infrastructure Levy (CIL) Charging Schedule	May 2020	Re – Strategic Planning	Assistant Service Director - Planning
2	Publish consultation drafts for two Planning Frameworks to support emerging areas of growth including town centres	May 2020	Re – Strategic Planning	Assistant Service Director - Planning
3	Publish Regulation 19 draft local plan for public consultation	December 2020	Re – Strategic Planning	Assistant Service Director - Planning
4	Publish a consultation draft of revised Planning Obligation guidance ahead of public examination on CIL charging	December 2020	Re – Strategic Planning	Assistant Service Director - Planning
5	Publish building heights guidance relating to potential developments along key road corridors	December 2020	Re – Strategic Planning	Assistant Service Director - Planning

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Deliver Planning Policy Documents	Bigger is Better	100%	100% (G)	100%	Re	Assistant Service Director - Planning

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
G&C024	Re – Strategic Planning	Delay of the local plan timetable	If there are significant objections or lack of support for draft policies or proposed site allocations, this could lead to a decision by Members to delay the Local Plan timetable resulting in the council failing to fulfil statutory duties in adopting new policies to guide development and risk of scrutiny from the MHCLG.	Assistant Service Director - Planning	Statutory Duty
G&C026	Re – Strategic Planning	Local plan housing target	Changes to national, regional policy and targets could limit the council's ability to secure policy alignment or deliver progress with policy in a timely manner. This could result in the local plan not being compliant unless new government targets are met. If the targets are undeliverable, this result will be publicly scrutiny and possible action from the MHCLG.	Assistant Service Director - Planning	Statutory Duty

Committee priority: Being resilient as a local authority

	Key Actions	Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Continue to meet and further develop the new 2020 Resilience Standards for London to build strength and resilience in Emergency Response and Business Continuity arrangements via an annual work plan,	March 2021	Assurance - Organisational Resilience Team	Head of Organisational Resilience
2	Continue to deliver/participate in Emergency Response and Business Continuity training and exercises, as set out in the new RSLs.	March 2021	Assurance - Organisational Resilience Team	Head of Organisational Resilience

Key Performance Indicators = None

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
AG022	Assurance	Inability to effectively respond to Major Emergency Incident	Failure to meet Resilience Standards for London could lead to an inability to effectively respond to a major emergency resulting in failure to deliver statutory support of emergency services under the Civil Contingencies Act 2004, increased risk/harm to individuals, legal challenge, financial and reputational damage. Based on our self-assessment the council considers it is compliant to RSL but we are committed to continue to build strength and resilience across every standard over the next year.	Assurance Director	Business Continuity
AG023	Assurance	Inadequate Business Continuity Incident Response	Inadequate planning, non-compliance and a lack of trained staff for the business continuity and resilience exercising work plan both within the council and by partners could lead to the council being unable to respond adequately to a BC incident resulting in being unable to deliver critical services and subsequently incurring financial and reputational consequences	Assurance Director	Business Continuity

Committee priority: Ensuring residents are treated equally, with understanding and respect, and all have access to quality services

	Key Actions	Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Hold internal communications campaign to encourage staff to update demographic data for workforce diversity analysis	September 2020	Strategy and Communications	Assistant Director Strategy and Communications
2	Distribute the Community Together Network (CTN) bulletin fortnightly	Fortnightly	Strategy and Communications	Assistant Director Strategy and Communications
3	Publish the cumulative Equality Impact Assessments (EqIAs) on the website	March 2021	Strategy and Communications	Assistant Director Strategy and Communications
4	Refresh the Equalities and Inclusion Policy	June 2020	Strategy and Communications	Assistant Director Strategy and Communications
5	Publish the Equality Impact Assessments (EqIAs) in a central place	March 2021	Strategy and Communications	Assistant Director Strategy and Communications

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Staff providing demographic data to inform workforce diversity analysis	Bigger is Better	TBC	Due Q3 19/20	85%	Strategy and Communications	Assistant Director Strategy and Communications
Cumulative Equality Impact Assessments carried out for relevant policies and programmes (Annual)	Bigger is Better	100%	Due Q4 19/20	100%	Strategy and Communications	Assistant Director Strategy and Communications
Maintain the open rate of the CTN bulletin at above 40%	Bigger is Better	New for 2020/21	New for 2020/21	40%	Strategy and Communications	Assistant Director Strategy and Communications
New standard contracts include equality standards	Bigger is Better	New for 2020/21	New for 2020/21	100%	Strategy and Communications	Assistant Director Strategy and Communications

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
G&C036	Strategy and Communications	Compliance with Equality Duty	As work is ongoing on establishing a new business as usual position on equalities management/monitoring in place there is a risk that compliance with the Public Sector Equality Duty under the Equality Act 2010 is not maintained resulting in worsening outcomes for Barnet residents and legal action against the council.	Deputy Chief Executive	Statutory Duty