

	<h2>Policy and Resources Committee</h2> <h3>24 March 2015</h3>
<b>Title</b>	<b>Corporate Plan 2015 – 2020</b>
<b>Report of</b>	Chief Executive Acting Chief Operating Officer Strategic Director of Commissioning Director of Strategy
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	Appendix A: Corporate Plan 2015 – 2020 Appendix B: Technical Appendix to Corporate Plan 2015 – 2020
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<h2>Summary</h2>
This reports sets out a proposed Corporate Plan for 2015 – 2020.

<h2>Recommendations</h2>
<ol style="list-style-type: none"> <li>1. That the Committee comment on and approve the draft Corporate Plan for 2015 – 2020.</li> <li>2. That authority to finalise the draft Corporate Plan is delegated to the Chief Executive, in consultation with the Leader of Council, for final amendments before the Corporate Plan is recommended to Council for approval on 14 April 2015.</li> </ol>

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 On 3 March 2015, Council agreed the Budget and Business Planning report, setting out the financial strategy between 2015/16 and 2019/20. The Budget and Business Planning report also proposed a number of strategic priorities, which will guide the Corporate Plan and direction for coming years.
- 1.2 Each one of the Council's Theme Committees has developed a 5 year Commissioning Plan over the last 6 months, setting out the outcomes and priorities the Committee will focus on as it seeks to meet the challenge. These Commissioning Plans have been based on consultation to date – including recent Resident Perception Surveys and consultation in relation to the Priorities & Spending Review (PSR), which asked residents what they care about as the Council approaches the challenge and ideas about how savings could be made or services reformed. Final Commissioning Plans – which will reflect the outcomes of the 8 week budget consultation – will be signed off by individual Theme Committees in March and April 2015.
- 1.3 The council's Corporate Plan sets the overall framework for each of the Committee's individual Commissioning Plans and the priorities for all services. In setting a clear direction through to 2020, the Council's approach has been informed by extensive consultation and engagement with residents – with a commitment to fairness, responsibility and opportunity.
- 1.4 This report recommends a new Corporate Plan from 2015/16 – 2019/20. The Plan:
  - Is informed by the priorities and concerns of residents, identified through consultation on the Priorities and Spending Review, consultation on the Budget and Business Plan, and consultation on individual Committee Commissioning Plans.
  - Reflects and embeds the Council's approach to meeting the challenge of coming years, based around fairness, responsibility and opportunity.
  - Provides a vision for the borough in 2020, including a set of high-level measures of success for 2020.
  - Incorporates an Appendix (noted as Appendix B below), which summarises the priorities and outcomes set by each Commissioning Committee, and a set of performance indicators and targets which will be used to ensure that services provided to residents are effective and efficient.
  - Highlights the Council's continued commitment to equalities.
  - Reflects how we will monitor delivery of the Corporate Plan. The performance targets will be reported to Performance Contract Monitoring Committee each quarter.

- 1.5 The draft Corporate Plan sets clear strategic priorities for the next five years:

<b>Barnet Council, working with local, regional and national partners, will strive to make sure the Barnet is the place:</b>	
<b>1.</b>	Of opportunity, where people can further their quality of life.
<b>2.</b>	Where responsibility is shared, fairly.
<b>3.</b>	Where people are helped to help themselves, recognising that prevention is better than cure.
<b>4.</b>	Where services are delivered efficiently to get value for money for the taxpayer.

- 1.6 Subject to approval from Policy and Resources Committee, the Corporate Plan will be recommended for approval by Council on 14 April 2015.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 It is a key element of effective strategic and financial management for the council to put together Corporate Plan to ensure that it is: well placed to meet future challenges, particularly in the context of cuts to local authority funding, demographic increases and legislation changes; has a clear strategy and set of priorities for future years; and use this Plan to allocate resources and ensure actions are in place to deliver the set priorities.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 The Corporate Plan sets out a set of priorities, actions, outcomes and desired results for future years. Alternatives to this Plan could include changing the priorities of different Commissioning Committees, or changes to the strategic priorities of the Council, but these are not included in this report. This is because the Plan has been informed by extensive consultation on the Budget and Business Plan; and reflects the development and approval priorities set through the individual Committee's Commissioning Plans.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 If this report is agreed, this Corporate Plan will be considered by Full Council on 14 April 2015.
- 4.2 The Plan will be used to set service plans (Management Agreements) and objectives for employees. The Plan will be communicated internally and with key stakeholders.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

This report proposes a new set of corporate priorities and performance targets to which will drive the work of the council between 2015/16 and 2019/20.

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

5.2.1 In addition to continued spending 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 Legal and Constitutional References**

5.3.1 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.

5.3.2 The Council's Constitution 'Responsibilities for Functions', Annex A, sets out the terms of the Policy and Resources Committee. The Constitution delegates the following powers to the Committee:

- To be the principal means by which advice on strategic policy and plans is given and co-ordinated and to recommend to Full Council, as necessary, on strategic issues. This is to include:
  - Approval of the Corporate Plan.
  - To be responsible for the overall strategic direction of the Council.

## **5.4 Risk Management**

5.4.1 The Council has an established approach to risk management. Key corporate risks are assessed regularly and report to Performance and Contract Monitoring Committee each quarter.

## **5.5 Equalities and Diversity**

5.5.1 The general duty on public bodies is set out in section 149 of the Act.

5.5.2 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.

5.5.3 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; and

(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.

5.5.4 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.

5.5.5 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:

(a) Tackle prejudice, and

(b) Promote understanding.

5.5.6 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.

5.5.7 The relevant protected characteristics are:

- Age;
- Disability;
- Gender reassignment;
- Pregnancy and maternity;
- Race;
- Religion or belief;
- Sex; and
- Sexual orientation.

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

5.5.9 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.

## **5.6 Consultation and Engagement**

5.6.1 This Corporate Plan has been informed by extensive consultation through the Budget and Business Planning report to Council (3 March 2015), which provided a detailed report, indicating how the consultation has shaped our budget, Medium Term Financial Strategy and strategic priorities.

5.6.2 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 8 week budget consultation, consultation began after Full Council on 17 December 2014 and concluded on 11 February 2015. A copy of this consultation report is available as a background paper (listed below under section 6.3).

## **6. BACKGROUND PAPERS**

6.1 Business Planning Report 2015/16 to 2019/20, agreed by Council 6 December 2014.

6.2 Business Planning Report 2015/16 to 2019/20, agreed by Council 3 March 2015.

6.3 Business Planning 2015/16 - 2019/20: Consultation Headline Findings.