

APPENDIX K – BUSINESS PLANNING

1. CONTEXT

- 1.1 At the 12 May 2015 meeting of the Performance and Contract Management Committee meeting, Members requested that Head of Programmes and Resources report back on the opportunities for Committee Members to feed into the business planning cycle of the Council and the types of indicators used.
- 1.2 In response to the scale of the challenge facing Local Government from public spending reductions and increasing demand, the London Borough of Barnet undertook a Priorities and Spending Review (PSR). The results of the PSR were presented to Policy & Resources Committee in June 2014. The PSR had been informed by public consultation and engagement with all three main political parties. The savings options presented were grouped under four themes: Efficiency: growth and income: reducing demand; and promoting independence and service redesign. Opportunity areas were taken through Theme Committees and savings proposals were referred to Policy & Resources Committee for agreement in June 2014 and final saving proposals were agreed as part of the Medium Term Financial Strategy for the 2015-20 period. Each theme Committee agreed the saving proposals relevant to their responsible areas and set out the plans to achieve these savings through Commissioning Plans.
- 1.3 Between December 2014 and March 2015, the council undertook formal consultation on Council's Corporate Plan and Commissioning Plans to 2020. The results of which were presented to Policy & Resources Committee in February 2015 and full Council in March 2015 to approve the final Corporate Plan and MTFS to 2020. The consultation aimed to get residents' views on:
- high-level strategic priorities which formed the basis of a revised Corporate Plan from 2015 – 2020
 - the five year commissioning priorities and plans
 - the profile of each Committee's indicative budgets from 2016-2020 which collectively formed the MTFS to 2020.
- 1.4 **Summary of current performance regime**
The London Borough of Barnet's performance process is made up of several different layers, this is expressed below:
- **Corporate Plan:** this was set by full Council in April 2015, setting a five year plan including a set of 96 strategic indicators – a significant increase from previous years, and with a greater focus on outcomes for residents.

All of these measures are reported to Performance and Contract Management Committee each quarter.

- **Commissioning Plans:** These were developed through thematic Committees during the autumn of 2014 and approved by each Committee in early 2015. These included 180 indicators of critical service performance. A number of measures from these Commissioning Plans were included within the Corporate Plan. Where available these measures are reported to Performance and Contract Management Committee each quarter.
- **Service level performance:** Each Delivery Unit, whether provided via an internal Delivery Unit or externally contracted provider, then has an agreement in place to deliver the outcomes and services as above. This takes the form of a contract (external providers) or Management Agreement (internal providers). It includes 'strategic' and 'critical' measures as per the sections above, but also a set of lower level performance measures. These measures are published each Quarter and reported to Performance and Contract Management Committee with challenges highlighted by exception.

Developing the Corporate Plan

- 1.5 The Corporate Plan sets the strategic direction of the Council. The Council agreed a 5 year corporate plan for the period 2015-20 to directly match the Council's Medium Term Financial Strategy period.

Commissioning Plans

- 1.6 Each theme Committee developed and consulted on a Commissioning Plan which set the strategic direction for the service areas relevant for each committee. These plans are based on the financial resources available and the planned activity in each of the service areas.
- 1.7 Within commissioning plans, theme Committees agreed a suite of outcome measures to monitor progress against achieving the stated commissioning outcomes and key activities. This ensures the key outcomes required by the Council are set through Committees.

| Commissioning Theme Committee | Number of outcome measures |
|---|-----------------------------------|
| Children, Education, Libraries and Safeguarding | 36 |
| Environment | 30 |
| Community Leadership | 21 |
| Public Health | 30 |
| Assets, Regeneration and Growth | 16 |
| Adults and Safeguarding | 31 |
| Housing | 16 |
| TOTAL | 180 |

- 1.8 The progress against these indicators will be reported against as part of quarterly monitoring.

Role of the each Committee

- 1.9 **Policy and Resources:** As set out in the Council's constitution – Annex A S.15 Responsibility for Functions - the Policy and Resources Committee are responsible for the approval of the Corporate Plan. The Corporate Plan is drafted making use of the individual theme Committee Commissioning Plans.
- 1.10 **Theme Committees:** Each theme Committee agree the Commissioning Plan for the services they have overall responsibility for. As part of this Commissioning Plan, a number of indicators have been outlined to monitor the success of those plans. Theme Committees will receive an annual report outlining progress against these plans.
- 1.11 **Performance and Contract Monitoring Committee (P&CM):** P&CM Committee has overall responsibility for quarterly budget, performance and contract management, including monitoring trading position and financial strategy of Council Delivery Units. The 96 indicators from the Corporate Plan and the 180 Commissioning Plan indicators are supplemented by a broader set of management information in each service area, with challenges identified and escalated where there is a particular issue to respond to.
- 1.12 For 2015/16 the quarterly monitoring report to Performance and Contract Management Committee has an appendix monitoring customer perception and experience. This summarises results of various satisfaction surveys – residents and users of services – as well as the council performance at delivering customer facing services.
- 1.13 Performance and Contract Monitoring Committee scrutinises performance. As part of this role, it has the ability to make recommendations to Policy & Resources Committee and themed Committees on the current performance of services, the achievement of outcomes set in Commissioning Plans and the implications of the Commissioning Plans as identified during the Committee's scrutiny of performance.

The process for performance targets in 2015-16

- 1.14 During the first year of the Committee structure, theme Committees were requested to set out their Commissioning Plans for 2015/16 and through to 2020. Each theme Committee received a draft Commissioning Plan in late summer 2014, with a final version being agreed in early 2015. In conjunction with this, a draft Corporate Plan was submitted to Policy and Resources Committee in December 2014 and public engagement took place. This Plan

was consulted alongside the Medium-Term Financial Strategy during Dec 2014 – February 2015. The final version was agreed by Policy and Resources in March and approved by Full Council in April 2015.

Figure 1: Process to set performance targets in 2015

| | Draft | Consultation | Agreement |
|----------------------|--|--------------------------------------|---------------|
| Public | | Open 17 December to 11 February 2015 | |
| Council | | | 14 April 2015 |
| Policy and Resources | 2 December 2014 | | 24 March 2015 |
| Theme Committees | Draft Commissioning Plan agreed between Sept-November 2014 | | |