

	<p>Performance and Contract Management Committee</p> <p>7 January 2016</p>
<p style="text-align: right;">Title</p>	<p>Business Planning 2016/17</p>
<p style="text-align: right;">Report of</p>	<p>John Hooton - Chief Operating Officer</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A - Corporate Plan 2015-2020 Appendix B – Corporate Plan indicators and summary of further measures within Commissioning Plans (basket of strategic and critical indicators)</p>
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<p>Summary</p>
<p>This report sets out the approach for refreshing the Council’s key business plans for 2016/17. This includes a summary of potential changes to the basket indicators outlined in the Corporate Plan, and those within the Commissioning Plans set by Committees.</p> <p>The refreshed Corporate Plan will be considered by Performance and Contract Management Committee together with the Policy and Resources Committee in mid-February 2016. Theme Committees will be considering their updated Commissioning Plans in March 2016.</p>

Recommendations

1. That the Committee note the light-touch refresh of the Council's key business plans – the Corporate Plan and Commissioning Plans for 2016/17.
2. That the Committee review the basket of strategic indicators set out in the Corporate Plan 2015 – 2020 and make recommendations for any changes to the Corporate Plan.
3. That the Committee receive a further update at its next meeting (15 February 2016) setting out changes to the Corporate Plan prior to approval at Policy and Resources Committee and Full Council.

1. WHY THIS REPORT IS NEEDED

- 1.1 Business planning is an essential part of Barnet's Performance Framework. The key business plans for the organisation are the Corporate Plan, Commissioning Plans and Management Agreements or Contracts.

Business Planning 2015/16

- 1.2 The **Corporate Plan** was agreed by full Council in April 2015. It sets the overall strategic priorities and direction for the Council over the next five years (up to 2020). The core principles of Fairness, Responsibility and Opportunity were developed into a set of strategic objectives that frame the Council's approach to achieving its vision for 2020 – that **services will be commissioned jointly for the borough to create truly integrated services**. The strategic objectives are to ensure that Barnet is a place:
 - Of opportunity, where people can further their quality of life
 - Where people are helped to help themselves, recognising that prevention is better than cure
 - Where responsibility is shared, fairly
 - Where services are delivered efficiently to get value for money for the taxpayer
- 1.3 Included in the Corporate Plan is a basket of *strategic* indicators, which are reported to Performance and Contract Management Committee on a quarterly basis. These indicators reflect the outcomes that the Council aims to achieve, the most significant areas of interest to residents and key changes to be taken forward by the Council. In preparing the Corporate Plan for 2015/16, the Council had a stronger focus on the longer-term outcomes that were set through Committees, and an emphasis on improving the depth and quality of customer experience. This focus is reflected in the targets set with the Customer and Support Group and the detailed customer experience reporting to Performance and Contract Management Committee. All the indicators within the Corporate Plan report to Performance and Contract Management Committee each quarter.

- 1.4 Underpinning the Corporate Plan is a set of **Commissioning Plans**, which were agreed by the theme Committees in early 2015. These plans translate the Council's strategic objectives into key outcomes for each theme Committee to achieve over the next five years (up to 2020). Included in the Commissioning Plans is a basket of *critical* indicators which give a further assessment of the effectiveness of a service, efficient operations, or contribution to a wider outcome. The choice of indicator and target was informed by comparison and benchmarking with other Councils, level of resource available, as well as the prioritisation and desired result set by the Committee. These *critical* indicators are then reflected in **Contracts** with service providers and in **Management Agreements** with internal Council services (Delivery Units). These *critical* indicators are then reported to Performance and Contract Management Committee by exception on a quarterly basis, reflecting where we have an area of underperformance. In addition, the Theme Committees receive an annual report on performance in Quarter 1 of the financial year. Options to improve reporting to theme Committees are currently being considered.
- 1.5 To ensure that the key outcomes in the Commissioning Plans are achieved, each service has an agreement in place that sets out their planned activities for the forthcoming year. For internal Delivery Units these are set out in a **Management Agreement** and for external providers in a formal **Contract**. Included in these are the *strategic* and *critical* indicators mentioned above, plus a basket of *operational* indicators. All are published on the Council's website on a quarterly basis and can be used at Performance and Contract Management Committee for deeper review of the performance of different services. As in section 1.4, these *critical* indicators are reported to Performance and Contract Management Committee each quarter by exception, in instances of underperformance, or to report significant successful delivery.

Business Planning 2016/17

- 1.6 A light-touch refresh of the key business plans is taking place for 2016/17. This will ensure that the Corporate Plan and Commissioning Plans reflect changes in national policy and local priorities in light of continuing budget and demand pressures. These refreshed business plans will be considered by Performance and Contract Management Committee and Policy and Resources Committee in mid-February 2016 and the Theme Committees in March 2016.
- 1.7 As set out above, the Corporate Plan and Commissioning Plans have a strong focus on the outcomes desired for 2020, and are underpinned by an emphasis on customer experience. These will remain priorities over the coming years. In addition, we are anticipating that the business plans – and our performance reporting – will have greater focus on how we manage demand for services, for example by encouraging and enabling independence, and through prevention and early intervention, to get the best result. We are also developing an enhanced way of testing the Value for Money of our services to give this overview to Performance and Contract Management Committee and

enable scrutiny, and for the Theme Committees as they review progress towards outcomes via their annual reports.

Corporate Plan and Commissioning Plans Refresh

- 1.8 Attached as Appendix B are the key outcomes and indicators set for the Corporate Plan. In addition, are the further critical indicators which have been set by each Theme Committee in 2015/16. These indicators are being reviewed for 2016/17 and proposed annual targets up to 2020 will be outlined in the refreshed Commissioning Plans. In the paragraphs below, Officers have identified some of the potential changes which could result in new targets within the Commissioning Plans to be recommended to Committees as below. Performance and Contract Management Committee are asked to consider the potential changes and make any recommendations for new or amended measures to be included in the Corporate Plan. Changes to the Corporate Plan will be considered by Performance and Contract Management Committee and Policy and Resources Committee in mid-February 2016.

Adults and Safeguarding Committee

- 1.9 The Committee covers social care services for adults with a learning disability; mental health needs; physical disability or sensory impairment; older people and carers; information and advice about social care support and community based preventative services; and leisure services provided by the Council.
- 1.10 In 2016/17 our intention is to monitor the same set of indicators, as these continue to reflect our aspirations for residents. However, we recognise that we need to add an additional indicator to monitor the impact of our case review process in supporting individuals; we will be undertaking work across the coming weeks to devise an appropriate indicator. We will also review the targets for each indicator so that they reflect affordable demand and the success of our actions to reduce demand across the borough. In particular, we will look again at those indicators where we can influence the health and social care system and promote independence such as referrals from hospital into social care, care and support packages and appropriate options for housing.

Assets, Regeneration and Growth Committee

- 1.11 The Committee oversees a number of areas including regeneration; development; economic growth; town centres; community assets, and Council assets and accommodation.
- 1.12 In 2016/17 our intention is to introduce some new indicators that focus on getting people into work through apprenticeships and other schemes, and supporting people with mental health needs and learning disabilities into employment. We are also looking to capture local procurement activity and the level of engagement of the business community with our Entrepreneurial Barnet programme; as well as our success in securing external funding.

Children, Education, Libraries and Safeguarding Committee

- 1.13 The Committee covers education services; support to children with disabilities; looked after children; children in need; family and youth support; and libraries.
- 1.14 In 2016/17 we will have a new contract in place with Cambridge Education for the delivery of our education services, and will incorporate any new strategic indicators put in place to monitor this contract. Across family services our intention is to raise the profile of the quality of our social work practice, the voice of the child and effect of our transformation programmes by reporting on more of these indicators at a strategic level. This will include indicators on the health and educational attainment of our looked after children; the participation of children and young people in the design and delivery of services; and families' use of our children's centres. We will be looking to tackle failure demand across the whole of the family and child's journey by ensuring effective and efficient services meet demands at the earliest point to prevent escalation and encourage de-escalation of need.

Community Leadership Committee

- 1.15 The Committee covers community safety; community participation and involvement; and emergency planning. The Committee is not a large consumer of Council resources, but rather supports co-ordination of a range of public sector activities in the borough.
- 1.16 In 2016/17 our intention is to continue to monitor the suite of community safety indicators as part of MOPAC and residents' satisfaction and participation (through volunteering) indicators through the bi-annual residents' perception survey.

Environment Committee

- 1.17 The Committee covers environmental services, including waste collection and disposal; parks and green spaces; parking; regulatory services; highways; and cemetery and crematorium.
- 1.18 In 2016/17 our intention is to incorporate an additional set of indicators for waste and recycling to give more detailed information that will reflect changes in commercial waste collection, and renewed efforts to reduce residual waste and increase rates of dry recycling, food and garden waste. We also intend to raise the profile of street cleansing by reporting fly-tipping and fly-posting performance and the implementation and progress of highways infrastructure operations. There will be new indicators to monitor air quality standards that will be set out in the air quality action plan.

Housing Committee

- 1.19 The Committee covers all aspects of housing including maintaining and managing the stock of social housing; temporary accommodation; housing

advice; homelessness and housing needs; and the regulation of private sector housing.

- 1.20 In 2016/17 our intention is to align the indicators in the Commissioning Plan with the key objectives outlined in the recently approved Housing Strategy and 10-Year Management Agreement with Barnet Homes. A five-year Business Plan is in the process of being developed and any new indicators will be captured from this.
- 1.21 In addition, there may be some new indicators or changes to targets as a result of the Housing and Planning Bill, which is making its way through Parliament. Proposals for starter homes, pay to stay and sale of high value Council properties, if implemented, will be reflected in the suite of indicators monitored at a strategic level.
- 1.22 A comprehensive review of the suite of indicators used to monitor the contract with Re. is also underway and is due for completion at the end of March 2016. There is potential that some of these indicators will be monitored at a strategic level.

Health and Wellbeing Board

- 1.23 The Health and Wellbeing Board is the Commissioning Committee for public health, and decides how the public health grant is spent to improve the health and wellbeing of Barnet's population.
- 1.24 There is uncertainty about the level of grant from the Department of Health going forward. The allocation is due to be announced in mid-January 2016 and will likely impact on the priorities reflected in the Commissioning Plan. This will need to be re-focused on the key themes and priorities that have emerged from the new Health and Wellbeing Strategy. Some potential areas for inclusion will be the health champions initiative within primary care; online support for mental health needs; improved signposting across partners; and healthy high streets.

Management Agreements Refresh

- 1.25 The internal Management Agreements for Adults and Communities, Family Services, Public Health and Streetscene will be refreshed. The focus of the refresh will be on updating budgets and savings targets; capturing new programmes and activities to deliver the key outcomes of the Commissioning Plans; reviewing strategic, critical and operational indicators and setting annual targets up to 2020.
- 1.26 The new agreement with Barnet Homes and contract for Education and Skills will be in place in 2016/17 and indicators from these contracts will be monitored as part of the basket of strategic and critical indicators reported to Performance and Contract Management Committee.
- 1.27 A fundamental review of the Customer and Support Group contract is taking place in 2016/17 and the indicators will be reviewed as part of this. Potential

areas for change include additional performance indicators in relation to the Council's website and website use, customer experience, estate management and delivery of the community asset strategy, and a continued focus on value for money.

Member Review

- 1.28 **As part of the refresh of our key business plans, Members are invited to review the basket of *strategic* indicators that were set out in the Corporate Plan in 2015/16 (Appendix B) and make any recommendations for changes in for 2016/17. For information, the *critical* indicators that were set out in the Commissioning Plans for Theme Committees are also included in the second table within Appendix B.**

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 refreshed Corporate Plan and Commissioning Plans will be considered by Performance and Contract Management Committee and theme Committees in mid-February 2016, and will be used to inform the internal Management Agreements for 2016/17. Revisions to the business plans 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 basket of *strategic* and *critical* indicators set out in the Corporate Plan and Commissioning Plans for 2016/17.

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 performance indicators for the Customer and Support Group are included Appendix 2 of the report on Customer and Support Group, also on the agenda of this meeting.

6.2. A short executive summary of the current Corporate Plan is included as Appendix A, to help set the context of the top priorities and outcomes that the Council is aiming to achieve. A full version of the Corporate Plan is available via: <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

6.3 The detailed performance reports and indicators for all Council services – internal Delivery Units and contracted providers – is included available via: <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>