

	<p>Policy and Resources Committee</p> <p>22 March 2016</p>
<p style="text-align: right;">Title</p>	<p>The Barnet Group (TBG) Business Plan</p>
<p style="text-align: right;">Report of</p>	<p>Interim Corporate Services Director, TBG</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public with an accompanying exempt appendix</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>Exempt Appendix A: Barnet Group Draft Business Plan Appendix B: Barnet Homes Draft Delivery Plan</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Trudi Kleanthous, Interim Director of Corporate Services Tel: 020 8359 2141 Email: trudi.kleanthous@barnethomes.org</p>

<p>Summary</p>
<p>The business plan sets out The Barnet Group’s vision and ambitions for the next five years. Once approved, this will be used to communicate our plans to our key stakeholders and employees. The business plan is supported by the more detailed delivery plan, a draft of which is attached as appendix B.</p> <p>The business and delivery plan was approved by The Barnet Group Board at its meeting of the 22nd February 2016, subject to some minor revisions which have now been included.</p>

<p>Recommendation</p>
<p>That the committee approve the business plan attached as Appendix A and note the draft delivery plan attached as Appendix B.</p>

1 WHY THIS REPORT IS NEEDED

- 1.1 The Barnet Group has produced a five year Business Plan in order to articulate its strategy and priorities for the medium term, and to show how this will be resourced.
- 1.2 This will enable us to deliver on the commitments set out in the draft delivery plan, which is attached as an appendix.
- 1.3 As a subsidiary of the council, we require approval for this plan.

2 REASONS FOR RECOMMENDATIONS

- 2.1 This plan has been given consideration by a number of groups, including a board away day, sessions held with our employees and senior managers.
- 2.2 Feedback from our customers has been considered, along with consideration of the wider demographics within the borough. This is shown in section 6.
- 2.3 In developing the plan, we have considered a range of external and internal issues which have influenced our thinking about our priorities. These are summarised within the plan in sections 5 and 6, in order to provide some context for how we have arrived at our strategy.
- 2.4 The TBG Board received an outline of the plan in December 2015, where the strategic vision and key themes were discussed and agreed. This was followed up by a presentation of the final draft at its meeting of the 22nd February, where the plan was approved subject to some minor modifications which have now been implemented.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The selected projects and actions listed have been identified as those which will best support our overall objectives and the desired outcomes listed in section 9 of the Business Plan, Delivering the Strategic Priorities.

4 DECISION IMPLEMENTATION

- 4.1 Once approved, we will fully launch the detail of the Business Plan to ensure that employees and key stakeholders are aware of our objectives.
- 4.2 A decision has been taken to introduce a programme management and project management approach that is based on that used by the council. As part of this, all key projects identified in the plan will be developed into a full project plan, and progress will be monitored by a programme board.
- 4.3 A simplified version of the business plan will be produced to communicate to our customers, which will be placed on the web site.

- 4.4 There is a commitment to meet with the members of the Barnet Homes Performance Advisory Group (PAG) and the Your Choice Barnet Quality Assurance Group (QUAG) to discuss our plans further.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Business Plan explicitly addresses the council's priorities and the areas of the Housing Strategy that TBG is able to actively support.

- 5.1.2 Section 4 of the attached draft Delivery Plan gives more detail concerning our commitments to the council and sets out how our contribution will be measured.

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

- 5.2.1 The Business Plan includes a consolidated financial plan for the Group in the body of the document, along with separate plans for each subsidiary as appendices.

- 5.2.2 The Business Plan for the Group includes TBG Open Door Limited. It is predicated on the company receiving a long-term loan of £57.7 million from the London Borough of Barnet. The loan was approved by the full Council on 1 March 2016.

5.3 Social Value

- 5.3.1 One of the identified priority projects within the plan is to develop and implement social value assessments in order to measure our positive impact on the local economy.

- 5.3.2 With this in mind, we have recently had a presentation by the Housing Associations Charitable Trust (HACT) who has developed tools for measuring the social impact of community investments. This can be overlaid by their community insight GIS mapping to help us further our understanding of the value that we can deliver. This is expected to assist us in future investment choices.

- 5.3.3 In the meantime, we continue to measure the extent to which our expenditure is kept within the local economy.

5.4 Legal and Constitutional References

- 5.4.1 The Business Plan includes an explanatory section describing our group structure and its relationship to the council.

- 5.4.2 We also acknowledge our relationship to the Homes and Communities Agency (HCA) as our regulator.

5.4.3 The Council's Constitution, Responsibility for Functions, Annex A, sets out the terms of the Policy and Resources Committee including the approval of the budget and business plan of The Barnet Group.

5.5 Risk Management

5.5.1 TBG has a risk management system, and in the business plan, we have noted the top four risks that will need to be managed and monitored:

- Funding and Finance – particularly in relation to development costs
- Homelessness – recognising the impact of an increase in homelessness on the General Fund
- The impact of the implementation of All Systems Go, our IT project
- The risk of TBG not being able to deliver on the committed HRA and General Fund efficiency savings.

5.5.2 All of our top level risks are reported regularly to the Audit and Risk Committee and the Group Board, and are supported by clear plans on how we intend to manage and mitigate our risks.

5.6 Equalities and Diversity

5.6.1 The Delivery Plan includes a commitment to fully revise our Equalities Strategy this year.

5.6.2 The Business Plan considers the profile of its customers and additional demographic information on the population in Barnet as a whole, which has been used to influence our stated priorities. It is not anticipated that the Business Plan will cause any detriment to any particular group of people.

5.7 Consultation and Engagement

5.7.1 A range of groups have been consulted in the development of this plan including: Board and Committee members, staff and managers, and some senior council officers. [

5.7.2 Further engagement with employees and customers is planned following approval of the plan in order to promote and publicise our agreed priorities.

5.8 Insight

5.8.1 As described in 5.3.2 of this report, we are currently planning the use of insight data as part of measuring our social impact.

6 BACKGROUND PAPERS

6.1 None