

	<p style="text-align: center;"><b>Council</b></p> <p style="text-align: center;"><b>4 April 2016</b></p>
<p style="text-align: right;"><b>Title</b></p>	<p><b>Corporate Plan - 2016/17 Addendum</b></p>
<p style="text-align: right;"><b>Report of</b></p>	<p>Chief Operating Officer</p>
<p style="text-align: right;"><b>Wards</b></p>	<p>All</p>
<p style="text-align: right;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: right;"><b>Urgent</b></p>	<p>No</p>
<p style="text-align: right;"><b>Key</b></p>	<p>No</p>
<p style="text-align: right;"><b>Enclosures</b></p>	<p>Appendix A: Corporate Plan 2016/17 Addendum</p>
<p style="text-align: right;"><b>Officer Contact Details</b></p>	<p>Tom Pike – Strategic Lead, Programmes and Performance Tel: 0208 359 7058. Email: <a href="mailto:Tom.Pike@barnet.gov.uk">Tom.Pike@barnet.gov.uk</a></p> <p>Stephen Evans - Director of Strategy &amp; Communications Tel: 020 8359 3021 Email: <a href="mailto:Stephen.Evans@barnet.gov.uk">Stephen.Evans@barnet.gov.uk</a></p>

## Summary

On 14 April 2015, full Council approved a five year Corporate Plan for the period 2015-20, which sets the strategic priorities and direction for the council to 2020 and targets against which progress is measured. These targets have been refreshed for 2016/17 and this report presents these in an addendum to the Corporate Plan (Appendix A).

## Recommendations

**That Council approve the addendum to the Corporate Plan for 2016/17 (Appendix A).**

## 1. WHY THIS REPORT IS NEEDED

- 1.1 The council's **Corporate Plan** 2015-20 was agreed by full Council on 14 April 2015. It sets the strategic priorities and direction for the council to 2020 and targets against which progress is measured. The Corporate Plan can be found online at [www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance](http://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance). We are in the second year of this Corporate Plan and recommending a short update. This update provides a new foreword for the Leader and refreshed targets for 2016/17 to reflect the importance of responsible growth, demand management, transformation and community resilience at the heart of our approach:

- **Responsible growth and regeneration** – which is essential for the borough, to revitalise communities and provide new homes and jobs – and for the council to generate revenue to spend on local services. The council will approach regeneration in a responsible way – replacing what needs to be replaced and protecting the things that residents love about the borough, such as its green spaces
- **Managing demand for services** – with a growing population, demand for services is increasing which puts pressure on resources. Since 2010, we've successfully met a 25% budget gap largely through efficiency savings and delivering services differently; in order to meet a further 25% budget gap to 2020, we'll focus on doing more to manage demand for local services
- **Transforming services and doing things differently** – we will continue to look at how local services can be redesigned to make them more integrated and intuitive for the user, and more efficient to deliver
- **Community resilience** – as the council does less in some areas, residents will need to do more. We're working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities.

These priorities are underpinned by a commitment to **continual improvement in our customer services** and to be **as transparent as possible with the information we hold and our decision-making**.

- 1.2 Last year, each Theme Committee agreed a five year Commissioning Plan covering the period 2015-20. Commissioning Plans set out the strategic priorities and outcome performance measures for each Committee, with targets to be refreshed annually. As we move into the second year of delivery of these plans, each Theme Committee has been asked to agree a 2016/17 addendum with updated targets for 2016/17.
- 1.3 Following the Chancellor's Autumn Budget Statement in November 2015 and the provisional Local Government Funding Settlement in December 2015, the council's overall budget forecast to 2020 worsened slightly. The updated 2016/17 targets, therefore, reflect the need for the Council to make more savings in the next four years than previously anticipated.

- 1.4 The council's Corporate Plan sets the overall framework for each of the Theme Committee's 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**. It also sets out the council's Strategic Equalities Objective – progress against which is reported in an Annual Equalities Report to Policy and Resources Committee in the summer.
- 1.5 This report recommends an addendum to the Corporate Plan for 2016/17. This sets out the key activities and deliverables planned – against the priorities of responsible growth, demand management, transformation and community resilience. In addition, we have reviewed the indicators and refreshed the targets for 2016/17, including adding in new indicators on the website, council tax and business rates.
- 1.6 The proposed addendum to the Corporate Plan, including refreshed targets for 2016/17, is set out in Appendix A.
- 1.7 Performance and Contract Management Committee will continue to review progress against the Corporate Plan, and an overview of the performance of both internal and external Delivery Units. Theme Committees will also have the opportunity to review progress on performance relevant to their terms of reference, subject to Council agreeing changes to terms of reference in Council Constitution, Responsibility for Functions, Annex A, as proposed in the Report of Constitution Ethics and Probity Committee to be considered by Council on 4 April.

## **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 publish a Corporate Plan but it is considered to be good practice to have comprehensive business plans in place – which set out the council's priorities and how progress will be measured – to ensure that the council's vision for the future is clearly set out and transparent.

## **4 POST DECISION IMPLEMENTATION**

- 4.1 The addendum to the Corporate Plan will be published on the council's website and the new priorities 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 approve the addendum to the Corporate Plan 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 council's Medium Term Financial Strategy, which sets out the need to make savings of £81m by 2020.

## **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 that Full Council is responsible for approving and adopting the Policy Framework (as described in Article 4) and approving matters which require a decision that represents a significant departure.

## **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 The Corporate Plan sets out the council's Strategic Equalities Objective – that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the taxpayer - , which has not changed. Progress against the Strategic Equalities Objective is reported in an Annual Equalities Report to Policy and Resources Committee in the summer.

## **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 has been undertaken following Policy and Resources Committee on 16 December 2015.

## **6 BACKGROUND PAPERS**

- 6.1 Report to Council 14 April 2015, agenda item 13.3, Report of the Chief Executive - Corporate Plan 2015-20:  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=7820&Ver=4>
- 6.2 Corporate Plan 2015-20: [www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance](http://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance).