



Performance and Contract Management Committee

5 January 2017

Title	Proposed indicators for the Corporate Plan - 2017/18 addendum
Report of	Chief Operating Officer
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Proposed indicators for the Corporate Plan – 2017/18 addendum
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Summary

This report sets out the proposed indicators for the Corporate Plan – 2017/18 addendum., which will, in turn, be considered by Policy and Resources Committee on 23 February 2017.

Recommendations

1. That the Committee review the proposed indicators for the Corporate Plan - 2017/18 addendum and make recommendations for any changes prior to approval of the Corporate Plan - 2017/18 addendum by the Policy and Resources Committee on 23 February 2017.

1. WHY THIS REPORT IS NEEDED

Background

- 1.1 The council has an established approach to budget and business planning. This year, the Policy and Resources Committee will be asked to approve the budget, Medium Term Financial Strategy (MTFS) and Corporate Plan on 23 February 2017, prior to full Council on 7 March 2017; and the Theme Committees will be asked to approve the Commissioning Plans between February and May 2017.

Corporate Plan (Addendum)

- 1.2 The Corporate Plan 2015-2020 was agreed by full Council on 14 April 2015. It sets out the council's strategic priorities, along with the basket of indicators that will be used to monitor progress against these. Each year, the priorities and indicators are reviewed and the targets refreshed.
- 1.3 This paper presents the **proposed indicators for the Corporate Plan – 2017/18 addendum**. This includes refreshed activities (key areas of focus) and targets for 2017/18 that reflect the strategic priorities.
- 1.4 The strategic priorities have been lightly refreshed and include a new priority on delivering quality services:
- **Delivering quality services** – we strive to deliver services to the highest possible standard and to continuously improve this standard. We are committed to high quality customer service and being as transparent as possible with the information we hold and our decision-making.
 - **Responsible growth, regeneration and investment** – in an era of reduced Government funding, growth is necessary for councils to increase the local tax base and generate income to spend on public services. The council has an ambitious programme of regeneration, which aims to create new homes and jobs, and the proceeds of this growth will be reinvested in the borough's infrastructure and essential community facilities.
 - **Building resilience in residents and managing demand** – we will focus on the strengths and opportunities in our communities and target resources at those most in need. The council will support residents to stay independent for as long as possible through equipping people to help themselves and intervening early to address issues as they arise rather than waiting until they reach a critical stage.
 - **Transforming local services** – as a Commissioning Council our focus is on reaching the best outcomes for our residents whilst delivering value for money to the taxpayer. This means delivering differently and working with a range of public, private, and voluntary sector organisations to ensure we can meet our priorities.
 - **Promoting community engagement, independence and capacity** – we want to support residents and the wider community to become more independent and self-sufficient. This means residents having more of a

say in the future of their local area, and where appropriate, taking on more responsibility for local services.

- 1.5 To maintain focus on the strategic priorities, the **activities** (key areas of focus) and **indicators** for 2017/18 have been reviewed. Some activities and indicators have been realigned to the new strategic priority (delivering quality services) and other indicators have been taken out of the Corporate Plan to ensure that it remains focused on the things that matter most to the council. Most of these indicators will be retained within the Theme Committees' Commissioning Plans.
- 1.6 The overall number of indicators in the Corporate Plan has been **reduced by 17** (from 81 to 64, including the addition of 16 new Corporate Plan indicators). These are listed at the end of the paper on pages 15-20. Approximately half of the indicators will be monitored on a quarterly basis, with the remainder monitored bi-annually or annually.
- 1.7 The proposed 2017/18 targets and any revisions to 2019/20 targets are presented in 'red' text.
- 1.8 A number of indicators will be monitored in 2017/18 with no targets set. This is either to allow a baseline to be established for the first year that the indicator has been used, or where due to the nature of the indicator it is not appropriate for a target to be set.

Member Review

- 1.8 Members are invited to review the proposed indicators for the Corporate Plan - 2017/18 addendum (Appendix A) and make any recommendations for changes prior to approval by the Policy and Resources Committee on 23 February 2017.

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 presented to the Policy and Resources Committee and Theme Committees between mid-February and May 2017. 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 proposed indicators in the Corporate Plan – 2017/18 addendum.

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 2015-2020 was informed by the Budget and Medium Term Financial Strategy agreed by full 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. The Corporate Plan - 2017/18 addendum has been informed by the Medium Term Financial Strategy, savings plans and capital programme presented to Policy and Resources Committee on 1 December 2016. The MTFS sets out a budget gap of £61.5m from 2017-2020; £5m of the budget gap is due to be met from reserves in 2019/20 and there are savings proposals to mitigate £53.4m, leaving a gap of £3.2m. Options have been set out to meet this gap.

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 service, including Adults and Communities, Assurance, Barnet Homes, Cambridge Education, Commissioning Group, Customer and Support Group (CSG), HB Public Law, Family Services, Mortuaries, Parking and Infrastructure, Public Health, Regional Enterprise (Re), Registrars, Street Scene and Your Choice Barnet.
- c) Receive and scrutinise contract variations and change requests in respect of external services.
- d) To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of services.
- e) Specific responsibility for the following functions within the council: risk management; and 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 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 (1 March 2016).
- 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 Consultation on the budget was undertaken in Autumn 2015.

6 BACKGROUND PAPERS

- 6.1 The Corporate Plan 2015-2020 is available at <https://barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

- 6.3 The service performance reports are available at <https://barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>