

	<p><b>Policy and Resources Committee</b></p> <p><b>27 June 2017</b></p>
<p style="text-align: right;"><b>Title</b></p>	<p><b>The Barnet Group (TBG) Business Plan</b></p>
<p style="text-align: right;"><b>Report of</b></p>	<p>TBG Chief Executive</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>Yes</p>
<p style="text-align: right;"><b>Enclosures</b></p>	<p>Appendix A: TBG Business plan</p>
<p style="text-align: right;"><b>Officer Contact Details</b></p>	<p>Troy Henshall, Group Chief Executive, Tel: 0208 359 5208, Email: troy.henshall@thebarnetgroup.org</p>

<p><b>Summary</b></p>
<p>The business plan sets out The Barnet Group’s vision and ambitions for the next five years and focuses on the second year of activities. Once approved, this will be used to communicate our plans to our key stakeholders and employees.</p> <p>The business plan was approved by The Barnet Group Board at its meeting of the 3 April 2017 and was delayed in submission to Policy and Resources Committee whilst the future of the Street Scene service was decided by the Environment Committee.</p>

<p><b>Recommendations</b></p>
<p><b>1. That the Committee approve the Business Plan attached as appendix A</b></p>

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 The Barnet Group (TBG) 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. The overall plan and strategic themes remain unaltered from the plan agreed by the Committee in March 2016 but has been updated to reflect the work completed in the past 12 months and the further activities planned over the next twelve months.
- 1.2 This will enable us to deliver on the commitments set out in the draft delivery plan, which is attached as an appendix and 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.
- 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 order to provide some context for how we have arrived at our strategy.
- 2.4 The TBG Board approved the draft plan in December 2016, and then approved revised versions in April 2017 to take account of the different options the Council were considering in respect of the Street Scene service. Now that the Environment Committee have taken a decision on the future of the service and it has returned fully in house the business plan is attached for approval by the Policy and Resources Committee.

## **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.

## **4. POST 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 We have adopted a project management framework similar to the Council's and have already begun the project planning to implement the activities within the Business Plan. Once approved implementation will formally commence.

- 4.3 A simplified version of the business plan will be produced to communicate to our customers, which will be placed on our web site.

## **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 along with the outcomes sought by Adults Social Care

### **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. These plans include all MTFs savings agreed with the London Borough of Barnet.

- 5.2.2 The Business Plan for the Group includes TBG Open Door Limited. Open Door is a Registered Provider subsidiary of Barnet Homes and intends to build 320 homes utilising a loan from the London Borough of Barnet.

### **5.3 Social Value**

- 5.3.1 One of our activities in year one of the Business Plan was to adopt an approach to measuring social value. We have decided to adopt the Housing Associations Charitable Trust (HACT) model and are in the process of implementing it across the Group.

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

- 5.4.2 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 The Business Plan and activities within it do not represent a risk in themselves but are intended to help mitigate risks within the Group. TBG has a robust risk management system and risks are shared with the Council throughout the year and joint risk activities undertaken. The top four risks being actively managed are:

- 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 Housing Revenue Account and General Fund efficiency savings.

5.5.2 All of our top level risks are reported regularly to the Group Audit and Risk Committee and the Group Board.

## 5.6 **Equalities and Diversity**

5.6.1 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 which include one Councillor from Conservative and Labour, staff and managers, and some senior council officers. 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 Insight hasn't been utilised directly in the production of the Group Business Plan however feedback from Customers and Insight activity in respect of individual projects such as Homelessness and Welfare Reform has been undertaken.

## 6. **BACKGROUND PAPERS**

6.1 Year one of the Business Plan, approved by the Committee in March 2016 can be viewed here

<https://barnet.moderngov.co.uk/documents/s30722/The%20Barnet%20Group%20TBG%20Business%20Plan.pdf>