

## LGA CORPORATE PEER CHALLENGE 19-22 JUNE 2023

### BARNET COUNCIL ACTION PLAN

LGA PEER REVIEW RECOMMENDATION			
<p><b>1. Ensure the council's ways of working truly reflect the strategic responsibility and accountabilities of Cabinet members in the new governance model.</b></p>			
Actions	Detail	Lead	Timescale
1.1	<p>We will continue to strengthen our approach to joint working, facilitating a sense of shared endeavour which reflects the strategic responsibilities and accountabilities of Cabinet by:</p> <p>Maintain a strong grip on forward look to ensure timely, strategic discussion and support good decision making:</p> <ul style="list-style-type: none"> <li>• Continue to co-produce the forward plan with Cabinet</li> <li>• Continue to ensure regular meetings between individual Cabinet Members and their CMT director/ key officers to include a standing item on 'Cabinet Forward Plan' and Transformation Steering Group (TSG) agendas</li> <li>• Regular review of the forward look(s) at Council Management Team</li> <li>• Embed a culture of co-production – enabling direction setting and early opportunities to shape reports and other activities with Cabinet Members.</li> </ul>	Cabinet and CMT	Ongoing

	<p>Retain focus on strategic priorities:</p> <ul style="list-style-type: none"> <li>• Review progress on service delivery and Our Plan objectives and commitments through CMT and Cabinet reporting.</li> <li>• Develop the programme for more in-depth discussion and review of cross cutting strategic priorities.</li> <li>• Review delivery of administration priorities to establish future priorities and financial performance (inc. MTFs development).</li> </ul>		
<p><b>1.2</b></p>	<p>As set out in our Governance Culture Plan, we will support and build on the strong relationships between Cabinet and CMT and key officers through regular away days and other sessions – agendas to be co-produced and based on strategic priorities, and also:</p> <ul style="list-style-type: none"> <li>• Develop a ‘Cabinet’ directory, setting out Cabinet Members, their portfolio of responsibilities and their key officers to support organisational efficiency.</li> <li>• Include joint officer/member training and development, to continue to build our shared leadership capability and ethos.</li> <li>• Continue training and development for members, with regular refresher sessions as part of our member development programme, making sure we review these sessions in line with our collective leadership aspirations.</li> <li>• Offer additional organisational training opportunities to the broader workforce, fostering a better understanding of the new Cabinet and Scrutiny structure.</li> </ul>	<p>Cabinet and Executive Director of Assurance</p>	<p>On-going</p>

**LGA PEER REVIEW RECOMMENDATION**

**2. Ensure alignment of Cabinet priorities to MTFS planning, including a collective leadership review of the capital programme; and ensure financial challenge is embedded within the transformation programme**

Action	Detail	Lead	Timescale
2.1	<p>Work has already started on MTFS planning led by Cabinet and CMT. Cabinet/CMT are looking at:</p> <ul style="list-style-type: none"> <li>• Developing ideas for savings and income generation</li> <li>• Developing recovery plans based on analysis and benchmarking</li> <li>• Identifying areas for VFM improvement</li> <li>• Developing a more commercial approach to income generation opportunities/review internal charges</li> <li>• Scenario planning and modelling</li> <li>• Cabinet/CMT review of the capital programme and infrastructure delivery plan.</li> </ul> <p>We have strengthened the process for submitting bids for transformation funding to highlight the financial elements of the relevant business case.</p>	Cabinet and Executive Director, Strategy and Resources (s.151)	On-going

## LGA PEER REVIEW RECOMMENDATION

- 3. Policy and administrative support to the Leader and Cabinet should be proportionate to their level of accountability under this model and best support effective decision making.**

Action	Detail	Lead	Timescale
3.1	<p>We will review the support for Cabinet, and how this links into the function and shape of the corporate strategy team.</p> <p>We will undertake training and development for officers to ensure that the cultural shift is achieved in involving members throughout policy formation, and that everything we do is aligned to our key priorities.</p>	Cabinet and Executive Director, Strategy and Resources (s.151)	Review by 31/12/23

## LGA PEER REVIEW RECOMMENDATION

- 4. Ensure that the council clarifies its approach to transformation and what it means for 'BAU'; looking to embed new approaches into its core business.**

Action	Detail	Lead	Timescale
4.1	<p>The transformation programme will support services to achieve change in 'Business-as-Usual' service delivery. To further facilitate this, we will strengthen and clarify the support offer to convenors and consider which themes require additional support.</p>	Cabinet and Transformation Director	Ongoing

	We will also develop communications and case studies for staff, demonstrating how services are “doing things differently” and that impact that is having on outcomes.		
<b>LGA PEER REVIEW RECOMMENDATION</b>			
<b>5. Undertake a review of company governance and loan arrangements, providing clarity of responsibility around the management of risk.</b>			
<b>Action</b>	<b>Detail</b>	<b>Lead</b>	<b>Timescale</b>
<b>5.1</b>	<p>A review of the current processes for overseeing the individual and collective performance of council’s investments (including loans) will be undertaken, with a view to identifying any further action that might be required.</p> <p>A review of the Barnet Group is scheduled for 2024.</p> <p>We will review the roles and responsibilities of members and officers in the council’s group structure, in terms of its companies and subsidiaries. We will review the reserved matters, shareholder representatives, council appointed directors, subsidiary companies and company governance. We will review any impact of the new Cabinet and Scrutiny model and conflicts of interest.</p> <p>We will review the loan arrangements and assess any risks.</p>	Cabinet and Executive Director, Strategy & Resources (S151) and Deputy Chief Executive	All actions complete late 2024

## LGA PEER REVIEW RECOMMENDATION

**6. Ensure stronger coherence and prioritisation of workforce wellbeing, OD and EDI programmes to maximise impact.**

**7. Review long-term organisational capacity to ensure that people resources are aligned with the new priorities for Barnet – including an assessment of where skills can be developed internally, or where fresh perspectives may add value.**

**NOTE – THE ACTIONS BELOW COVER RECOMMENDATIONS 6 AND 7**

Action	Detail	Lead	Timescale
<b>6.1</b>	A new Workforce/People Strategy will be produced. This will be developed under the “Great Place to Work” transformation theme, and will encompass greater alignment between OD, EDI and Wellbeing, and how their combined impact can be maximised, as well as future skills challenges, capacity planning and leadership development. We will incorporate the findings on engagement and the employee voice into the development of this strategy.	Cabinet and Executive Director, Strategy & Resources	Early 2024
<b>6.2</b>	The role and focus of the OD function and the “OD Building Blocks” is being reviewed to ensure it supports the transformation and current priorities of the council. The Leadership Development Programme will be relaunched following this review. This will encompass talent management and skills audit linked to transformation and strategic priorities.	Cabinet and Executive Director, Strategy & Resources	Late 2023

6.3	Vacancy analysis and forecast to be completed by HR to identify any long-term skills and talent challenges. Chief officers will be encouraged to consider succession planning for their areas. We will link this to our MTFS planning and ensure that we are investing in the right areas. We will continually work with London Councils on the wider workforce programme.	Cabinet and Executive Director, Strategy & Resources	Late 2023
6.4	We will assess our workforce needs and requirements around transformation priorities to identify where capacity is required.	Cabinet and Executive Director, Strategy & Resources and Transformation Director	Late 2023

### LGA PEER REVIEW RECOMMENDATION

**8. Develop the strategic narrative on economy, business and skills to support sector led approaches; harness the potential of innovation in place and increase levels of inward investment.**

Action	Detail	Lead	Timescale
8.1	We will refresh and strengthen our narrative on our economy, business and skills in line with the administration's priorities, particularly around Net Zero and community wealth building, and reflecting Barnet's role within the	Cabinet and Deputy Chief Executive	Ongoing

	London economy and role of the council in the context of London-wide and sub-regional working.		
<b>8.2</b>	Business Breakfasts will be reinstated to strengthen private sector relationships and ensure development of narrative reflects actual business needs and aspirations.	Cabinet and Deputy Chief Executive	Ongoing
<b>LGA PEER REVIEW RECOMMENDATION</b>			
<b>9. Better harness the leadership potential throughout the VCFS, to empower and enhance 'parity of esteem' with the sector.</b>			
<b>Action</b>	<b>Detail</b>	<b>Lead</b>	<b>Timescale</b>
<b>9.1</b>	<p>We recognise the strength and value provided by the VCFS within the borough and will continue to support the sector and organisations by:</p> <ul style="list-style-type: none"> <li>• Co-producing our strategies and commitments on the VCFS with the VCFS</li> <li>• Renewing our commitment to the Barnet Together manifesto</li> <li>• Being a proactive advocate and champion of the VCFS across the council, with partners and across London</li> <li>• Proactively support Barnet Together in delivering its objectives, deepening engagement and relationships.</li> <li>• Exploring opportunities to develop relationships with the wider sector and new organisations</li> <li>• Exploring opportunities to pilot VCFS leadership and activity within the transformation programme and other council and partnership initiatives</li> </ul>	Cabinet and CMT	Ongoing



**LGA PEER REVIEW RECOMMENDATION**

**10. Utilise the council’s senior leadership role on health in the NCL ICB to strengthen focus on prevention, population health and community services.**

Action	Detail	Lead	Timescale
<p><b>10.1</b></p>	<p>Working with health partners via the Barnet Borough Partnership (BBP) and the North Central London (NCL) Integrated Care Partnership (ICP), we will:</p> <ul style="list-style-type: none"> <li>• Secure further investment from NHS partners for the community innovation fund (VCFS investment) and continue to grow and develop this flagship programme focusing on prevention</li> <li>• Develop a robust plan for implementation of the NCL population health and integrated care strategy at the Barnet level, focussing on health inequalities and key population groups, leveraging resources from all partners and best practice from across NCL</li> <li>• Work collaboratively with the four other North London councils to prioritise prevention and tackling health inequalities through the NCL Integrated Care System and ICP</li> <li>• Through our leadership role on the BBP, develop hyper-local, neighbourhood and out of hospital approaches to prevention and earlier intervention.</li> </ul>	<p>Cabinet and Executive Director of Communities, Adults &amp; Health</p>	<p>Ongoing</p>