



Policy and Resources Committee Delivery Plan (Year 1 – 2019/20)

1. Committee Context

The Policy and Resources Committee is the principal way that strategic policy and plans on major issues are discussed and recommended to Full Council. The committee is responsible for; strategic policy, finance, corporate risk management, Information Technology, strategic partnerships, emergency planning and customer services.

2. Financial Context

The total amount of savings identified for Policy and Resources Committee for 2019/20 is £2.3m. These are shown in Table 1.

Table 1: Savings proposals

Savings ref	Service area	Description of saving	2019/20 £000
P&R4	CSG	Capita contract price reduction	640
P&R4a	CSG	Further Capita contract savings	400
P&R5	Central expenses	Insurance contract renegotiation	22
P&R6	Commissioning Group	Senior management changes (NB only counting savings in Commissioning Group here)	750
P&R7	Commissioning Group	Reconfigure Communications & Strategy team and reduce running costs	183
P&R9	Cross-cutting (Commissioning)	Economies of scale from joined up professional support services	297
P&R21	Assurance	Stop refreshments for committee meetings	0.5
P&R22	Assurance	Stop rental costs for member surgeries & use council owned / free premises	4
P&R23	Assurance	Stop funding of BT lines for elected members	16
GRAND TOTAL			2,312

Priority	How will we achieve this?	Year 1 Timescales	How will we measure this?	Year 1 Targets	What are the key risks?
Ensuring we have strong financial management to make best use of our limited resources	- Deliver Year 1 of the five-year Medium Term Financial Strategy (MTFS)	Mar 2020	- Outturn is within £1m of the budget	<£1m	<ul style="list-style-type: none"> - The uncertainty of the national and regional political landscape, legislative changes and local government funding changes that affect council services could lead to further reduction of the multi-year budget - If the savings identified for 19/20 are not fully implemented this could lead to non-achievement of MTFS targets and an overspend on the revenue budget - If there are ineffective internal controls, governance arrangements, or policies and procedures this could increase the risk of the council being unable to prevent an incident of organised or high value fraud, bribery or corruption
	- Monitor budgets robustly and equip staff with the skills to be able to do this effectively	Mar 2020	- In-year incoming resources balanced to outgoing resources	-£4.2m	
	- Review and realign contracts to ensure services are delivered in the most efficient way	Mar 2020	- Budget savings being delivered	100%	
	- Tighten financial controls to reduce unnecessary spend and target fraud	Mar 2020	- Number of high and medium audit recommendations issued - relating to fundamental financial systems	Monitor	
	- Timely implementation of high and medium audit recommendations relating to fundamental financial systems	Mar 2020	- Percentage of implemented high and medium audit recommendations relating to fundamental financial systems	90%	
	- Report outcomes of related CAFT investigations (link to CAFT report to Audit Committee)				
Continuing to improve customer services	- Maintain new council website so it is easier for customers to transact digitally with the council 24/7 and find relevant information	Mar 2020	- Overall satisfaction with customer services	TBC (89% in 18/19) ¹	<ul style="list-style-type: none"> - Overall demand on services could lead to increased costs resulting in benefits not being realised. - Technical or accessibility issues could prevent customers from successfully using the website resulting in increased levels of dissatisfaction. - Delays in project implementation could lead to full savings not being realised in 2019/20.
	- Promote the digital offer and remove unnecessary contacts to reduce phone demand and costs	Oct 2019	- Satisfaction with the council's website	TBC (55% in 18/19) ²	
			- Use of website a. Percentage increase in web volumes	a. TBC ³	

¹ Target to be confirmed in March 2019.

² Target to be confirmed in March 2019.

³ X% increase in web volumes. Target to be confirmed in March 2019.

	- Introduce notifications to proactively update residents on service requests	Jun 2019	b. Percentage reduction in phone volumes - Cost of Customer Service provision (via benefits tracker)	b. 30% Reduce baseline by £400k (c.20%)	
Continuing to work effectively with our strategic partners to improve outcomes	- Meet with strategic partners on a quarterly basis to network and identify joint working opportunities	Mar 2020	- Overall attendance at strategic partnership meetings	80%	- If strategic partners do not value a partnership approach this could lead to an ineffective partnership and lack being unable to deliver on joint priorities
Planning strategically to enable Barnet to grow and meet the needs of residents	Deliver the Local Plan milestones: - Publish Regulation 18 draft local plan for public consultation - Publish Regulation 19 draft local plan for public consultation - Publish consultation drafts for two other Planning Frameworks to support emerging areas of growth including in existing town centres. - Publish an Infrastructure Delivery Plan and Site Viability evidence for a revised Community Infrastructure Levy (CIL) Charging Schedule	Jul 2019 Mar 2020 Mar 2020 Mar 2020	- Deliver Planning Policy Documents ⁴	100% ⁵	- Significant objections or lack of support for draft policies or proposed site allocations could delay the Local Plan timetable resulting in delayed adoption of new policies to guide development . This is being mitigated through appropriate evidence, several stages of public consultation and member engagement. - Unnecessary delay to the consideration of proposed policy documents can be mitigated by ensuring timely committee meetings are diarised. - Changes to national or regional policy or targets could limit the council's ability to secure policy alignment or deliver progress with policy in a timely manner . This is mitigated by careful monitoring and coordination through sub regional groups such as the West London Alliance, London

⁴ SPKPI001

⁵ Target to be confirmed in March 2019.

					Councils and the Association of London Borough Planning Officers.
Being resilient as a local authority	Comply with new Resilience 2019/20 Standards for London by:				
	<ul style="list-style-type: none"> - Publish annual report - Provide Secretariat function to Borough Resilience Forum and keep Risk Register up-to-date - Participate in resilience exercises e.g. Preparer and Safer City 	Mar 2020 Nov 2019 May 2019			<ul style="list-style-type: none"> - Non-compliance with new Resilience Standards for London could lead to Barnet being unable to effectively respond to an emergency incident in the borough. - A major or continuing incident could demand partner agencies attention away from the Borough Resilience Forum resulting in an ineffective forum. - A lack of trained staff could lead to Barnet being unable to fully participate in resilience exercises. - Non-compliance with Business Continuity (BC) work schedule could lead to Barnet being unable to effectively respond to a BC incident.
	Comply with Business Continuity (BC) work schedule 2019/20 by:	Jun 2019			
	<ul style="list-style-type: none"> - Publish annual report and BC Statement - Review BC contact details (bi-annual) - Participate in annual BC exercise 	Feb/Aug 2019 Jan 2020			
Ensuring that residents are treated equally, with understanding and respect, and all have access to quality services (Strategic Equality Objective)	- Improve the reporting and recording of protected characteristics to achieve a more comprehensive profile of the workforce by	Mar 2020	- Percentage of staff providing social identify information	TBC ⁶	- If the council fails to comply with the Public Sector Equality Duty this could lead to a potential challenge and/or judicial review resulting in worsening outcomes for Barnet residents.
	- Ensure relevant policies and programmes that go to Committee identify equality-related impacts and	Mar 2020	- Equality Impact Assessments carried out for relevant policies and programmes	100%	

⁶ This will be confirmed by end March 2019.

	<p>demonstrate how these impacts will be mitigated</p> <ul style="list-style-type: none"> - Work in partnership with the voluntary, community and faith sector and the Barnet Multi Faith Forum to bring communities together and celebrate diversity and foster community cohesion 	<p>Mar 2020</p>	<ul style="list-style-type: none"> - Community Together Network (CTN) Bulletin circulated to voluntary and faith communities 	<p>24</p>	
--	--	-----------------	---	-----------	--