

# **London Borough of Barnet Corporate Plan 2015 – 2020**

## Introduction from the Leader of the Council

Barnet is a wonderful place. I am proud to live and represent local people in a part of London with such **heritage, diversity** and with such great **opportunity**. As Council Leader, people often ask me what my priorities are. It's quite simple – I want to **make Barnet even better**. And I want to make the Council more **in tune with the changing times**. We have made progress but there is much to do.

Local Government has **changed forever**. All parts of the public sector face the same challenge of reduced budgets and increasing demand for services. The scale of this challenge is huge. For Barnet, it means that **we'll have roughly half the spending power at the end of the decade than we had at the start**. This makes the need for **change** – in both how the Council operates and how public services are provided – not only a necessity but a **matter of fact**.

Change can sometimes be controversial and difficult for people to accept, particularly when it affects things they hold dear. But there is **no alternative but to do things differently**. I would rather face up to the challenge and have a **plan for dealing with it** – even if that means taking tough decisions which not everyone agrees with.

What I am clear about is that, as we embrace the changes ahead, the Council will remain **absolutely committed to ensuring the effective safeguarding of the borough's vulnerable children and adults**. This commitment will not change.

Done in the right way, **change can be positive**. It drives innovation; it opens new doors; it connects people; it allows people to embrace new technologies and it can make life simpler. We see it in our everyday lives – in how we now shop, travel and communicate. Most of us are used to modern life and the benefits it brings.

The Council is responding to the changing habits of our residents. It is now **much easier to interact with us** – to report a problem; to pay a bill; to see how taxpayer resources are spent; and to find out what's going on in the borough. This **makes peoples' lives easier** and **saves the Council money**.

The Council's vision is that, by 2020, **services will be commissioned jointly for the borough** - by pooling resources and expertise from across the Council, NHS, Jobcentre, police, education providers and other partners from across the public, private and voluntary sectors - to create **truly integrated services**. For residents, this will mean **more intuitive services** and, for the Council and its partners, **it will save money and reduce bureaucracy**.

Who provides local services is also changing. Most people do not worry about who provides their local Council's back office services or if the person on the other end of the phone works for the Council or for one of its partners. They care about the **quality of the service** they receive. That is what the Council will continue to focus on, whilst being open to **doing things differently** – whether that be how the bins are collected, who repairs the roads and how social care is provided.

I am certain that, by 2020, those local public services that are needed will **continue to be there**. What will have changed is whether or not the people delivering them will work directly for the Council.

Much has been said about Barnet's approach – some people tell me it's too radical, some tell me it doesn't go far enough. Barnet is a **'Commissioning Council'**. What does that actually mean? It is quite simple – it means **we're open to new ways of doing things and we're not captured by the**

**status quo.** Public sector; private sector; voluntary sector; a combination: We are concerned less about the **'who'** and the **'how'** - who provides a service and how it is provided - than we are about ensuring that each service is **necessary**; that it **meets the needs of residents**; and that it provides **value for money**. This **ethos** drives our approach.

By 2020, **Barnet's communities will be more involved in the design and delivery of services.** Inevitably, with less money, the Council will have to withdraw from some activities but we will work with communities groups to **encourage more resident participation in local issues** to fill the gap.

Barnet is also changing **physically** and the Council is embracing this through **growth and regeneration of the borough's infrastructure**. Millions of pounds will be invested over the next 5 years in new housing, offices, schools, hospitals and transport networks. This is essential for so many reasons, not just to cope with an increasing population but, ultimately, so that the borough continues to be a place where people **aspire to live**.

**Growth helps us pay for local services and creates opportunities for residents and for the Council.** For residents, it will **revitalise some of our most dilapidated housing**; create thousands of **job and business opportunities**; provide people with the ability to **acquire new skills**; and allow us to build **new schools** to give children the best start in life.

Growth is an essential part of the Council's strategy, as we become less reliant on Government funding and more financially independent by **growing the level of income we generate locally**. This is not a 'nice to have' it is a necessity – we must be able to stand on our own two feet before the money from Government runs out completely.

Most residents will benefit from this opportunity, but some will need a **targeted help** to ensure they don't miss out - to **help them help themselves** by entering employment. Our approach to this has been strong in recent years.

**Growth also benefits all residents by allowing us to bear down on Council Tax.** Council Tax in Barnet has been frozen since 2010-11 and was cut by 1% in 2014-15. We plan to freeze it for a further 2 years to 2016-17 which means that, between 2010-11 and 2016-17, residents will benefit from a **real terms cut in their Council Tax of over 20%**.

I understand that some people are worried about the change that regeneration and development might bring. I am determined that the Council manages it **properly**, so that the **parks and green spaces** that we all enjoy are protected and that we **keep what is good about the borough** and **replace what needs to be replaced**.

I hope this **Corporate Plan** helps you understand more about **how Barnet is approaching the challenges and opportunities** of the next 5 years and **how we will measure our success**.

**Councillor Richard Cornelius**  
Leader, London Borough of Barnet

## SECTION 1: CONTEXT - THE NEXT 5 YEARS IN BARNET: CHALLENGE & OPPORTUNITY

### Council budgets will face further reductions until the end of the decade...

- **Effective foresight** and **forward planning** has meant that Barnet has managed the first 5 years of budget reductions without a significant impact on local services, with nearly 80% of savings achieved through **efficiencies**.
- Our approach has **benefitted residents through lower Council Tax bills** and has helped us **avoid short-term, in-year cuts** and **mass redundancies** seen in other Councils.
- However, despite a **growing economy**, the UK is still running a significant **budget deficit** which means that **public spending will continue to reduce** no matter who is in Government.

### And demand on local services will continue to rise...

- Demand is driven by a **growing population**, particularly young and older residents. This is a particular issue for Barnet, which in 2015 will become **London's most populous borough** with an estimated 393,000 residents<sup>1</sup>.

### As a result, the Council faces a budget gap of £90.8 million between 2015 and 2020...

- This is in **addition** to the £75 million budget gap the Council has dealt with between 2010 – 2015.

### At the same time, residents are facing wider financial pressures...

- From **energy bills**, increasing **housing costs**, continued **wage restraint**, and **benefit reforms**.

### And expectations of the Council and local services are increasing...

- Driven by advances in customer service across the private sector – including greater flexibility to transact online – people expect **better services** and **more prompt responses** from the Council.

### However, despite the challenges, there are big opportunities...

### Resident satisfaction has increased since the start of the decade and remains high...

- Resident satisfaction with **Barnet as a place to live**; with the **Council**; and with **local services** has **increased** in recent years, despite financial challenges. Between 2012 and 2014, resident satisfaction with **how the Council runs things increased by 9 per cent to 72 per cent**, with **nearly 80 per cent of residents feeling that the Council is doing a good job**.
- Resident satisfaction with their **local area as a place to live** has increased since 2010 and remains at **close to 90 per cent**.
- Satisfaction with a range of **local services** – including leisure facilities, social services, housing and education - has also increased, which shows that our approach is paying dividends.

### Barnet is a successful, thriving borough, part of a successful, thriving London. Economic growth will drive prosperity and bring opportunities to residents; businesses; and the Council...

- The **UK economy is now one of the fastest growing in the developed world** and **London, in particular, will grow strongly over the next 5 years**.
- We are **seeing the benefits of that growth in Barnet**, with reduced unemployment and more people on benefits moving into work.

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<sup>1</sup> Greater London Authority data

- A growing economy creates **opportunity for residents and businesses** - the Council will seize these opportunities to generate more income to **fund services** and **keep Council Tax down**; provide innovative ways to **support businesses**; work with the Jobcentre to implement new **skills and employment programmes**; and invest in the **infrastructure needs of the borough**.

### **Most residents will benefit from this opportunity without direct intervention from the Council...**

- Our role is to **maintain the environment for a thriving borough** so people can get on with their lives.

### **But a relatively small number of people will need short-term, targeted support to ensure they don't miss out...**

- Including support to **develop new skills** and help to **overcome barriers to employment**.

### **Greater devolution from the centre creates the opportunity for greater regional and local autonomy...**

- **Increased financial devolution** has the potential to support Councils deal with the on-going pressure on budgets. The financial sustainability of Local Government will increasingly be a function of **its ability to manage and share financial risk with other local partners** and, in so doing, **reform services and achieve savings across the system**.
- London can learn from the experience of other regions which have developed '**City Deal**' type **working across Local Authority areas**. This has seen the public sector work together to pool resources and expertise to provide **more integrated services**; come together as combined authorities to increase borrowing powers and **invest in local infrastructure that spans more than one Council area**; and **jointly manage major reform programmes**.

### **And, although the Council's budget will reduce further, it will oversee the allocation of around £270 million of taxpayer funding by the end of the decade...**

- The Council's focus will be to ensure that these resources are **prioritised effectively**, in accordance with the **priorities of residents**; that **statutory duties** are effectively discharged; and that decision making is **transparent** and represents **value for money**.

### **This Corporate Plan sets out Barnet Council's approach to meeting the challenges and maximising the opportunities of the next 5 years.**

## SECTION 3: LOCAL SERVICES IN BARNET IN 2020 – A VISION

### What residents have told us...

- The Council has drawn on **feedback from residents through a variety of means**, including [Resident Perception Surveys](#); consultation carried out during the 2013/14 [Barnet Priorities & Spending Review](#); and consultations on the [Council's budget and Medium Term Financial Strategy](#).
- By combining this evidence with our understanding of the challenges and opportunities ahead, the Council has **developed a vision for what a range of services will look like in 2020**, as well as **how the organisation itself will evolve**.

### Barnet's commissioning approach will drive our strategy...

- Barnet is a **'Commissioning Council'**. Commissioning is not outsourcing - it is an approach which requires the Council and its partners to **identify the resources available across agencies** and to **allocate these resources to achieve a set of shared outcomes**, prioritising as required.
- We will look to commission the **best possible services from across the market**, whether they are provided 'in house' or by external partners. Our primary focus is to ensure that services are of **good quality**, represent **value for money** and achieve the **outcomes** residents want.
- **Elected Councillors make the decisions**, based on the needs of the residents they serve. **Accountability** remains with the Council and those services that are provided externally are subject to **strict contracts** and **performance targets**.
- Over time, we have developed a **varied mix of providers**: Some in-house (waste and recycling services); some charities (music services to schools); some private (back office services); some shared with other authorities (shared legal service); and some joint ventures (with Capita, to provide Developmental and Regulatory Services).
- This **provider mix** and **range of delivery models** will **continue to evolve** in the years ahead.

### The principles of Fairness, Responsibility and Opportunity are at the heart of our approach...

- Barnet's Councillors take decisions through cross-party 'Theme Committees' which have responsibility for a range of policy areas. Each Theme Committees has developed a 5 year **Commissioning Plan**, setting out the outcomes and priorities it will focus on. The Corporate Plan sets the **overall framework** for each Committee's Commissioning Plan.
- Whether Commissioning Plans are covering services for vulnerable residents or about universal services such as the environment and waste, **there are a set of core principles which underpin the commissioning outcomes** - the principles of **Fairness, Responsibility** and **Opportunity**.

#### *Fairness*

- Fairness for the Council is about **striking the right balance between fairness towards the more frequent users of services and fairness to the wider taxpayer**, making sure all residents benefit from the opportunities of growth.
- The Council must **'get the basics right'** to let people get on with their lives – disposing of waste; keeping streets clean; allowing people to transact in more convenient ways; and resolving issues promptly.
- Managing the rising demand on services requires a step change in the Council's approach to **early intervention and prevention**, working across the public sector and with residents to **prevent problems** rather than just **treating the symptoms**.

## **Responsibility**

- All parts of the public service system must play their part in helping to **achieve priority outcomes with reduced resources**.
- In doing so, the Council will **change its relationships with residents**, with residents taking on more personal and community responsibility for keeping Barnet a great place.
- In some cases, residents will be required to **pay more for certain services** as the Council prioritises its resources.

## **Opportunity**

- The Council will capitalise on the **opportunities of a growing economy** by prioritising regeneration, growth and maximising income.
- We will **redesign services and deliver them differently**.
- **Planning ahead is crucial** – the Council dealt with the first wave of budget reductions by **focusing on the longer-term** and we are continuing this approach by **extending our plan to 2020**.

## **BARNET'S VISION FOR 2020**

### **Redesigned local services - integrated, intuitive and efficient...**

- **Local Government and local public services will look very different by 2020**. Public sector agencies will become **more integrated** in their approach - pooling resources, sharing staff and assets, and developing joint solutions - to **manage demand** and **provide quality services**.
- By 2020, **Barnet's public services will be commissioned jointly for the borough** by the Council working in partnership with the NHS, Jobcentre, police, education providers and other local partners.
- For residents, this approach will mean **easier access to the services they need** without having to negotiate with different agencies.
- For the Council and its partners, it will **reduce bureaucracy** and create **efficiencies**, with increased collaboration driving **innovation** in the way services are designed and delivered. We have already done this effectively in a number of areas:
  - Through the creation of the **Welfare Reform Task Force**, which has brought together the Council's housing officers, Jobcentre staff and health advisers into a single team to work with those impacted by Welfare Reform. This integrated team has engaged with 96% of residents affected by the Benefit Cap and helped over a third of them into work.
  - Through the implementation of a **Multi-Agency Safeguarding Hub (MASH)** to improve child protection and provide a single point for all referrals regarding concerns for a child or young person (unborn - 18 years).

### **The Council will...**

- ✓ Oversee a step change in its approach to **early intervention and prevention** as a means of managing demand for services.
- ✓ Continue to develop its multi-agency **Welfare Reform Task Force** and build on this success by working with the Jobcentre to successfully roll out **Universal Credit** across the borough.
- ✓ Implement a **multi-agency 'Jobs Team'** in **Burnt Oak** – where levels of unemployment are highest – to pilot a new approach towards 'place-based commissioning' and the targeting of resources to areas of greatest need.

## More involved and resilient communities...

- Greater **community participation, engagement and involvement** will be an essential part of the change the Council will need to achieve over the next five years. The Council will work with residents to **increase self-sufficiency, reduce reliance on statutory services, and make the best possible use of community strengths and knowledge to tailor services to need.**
- The Council's vision is to **develop a new relationship with residents** that enables them to be independent and resilient and to take on greater responsibility for their local areas. This is not about the Council shifting its responsibility to residents – it is about recognising that residents want to be more involved in what happens in their local areas.

### *The Council will...*

- ✓ Implement its **Community Participation Strategy and Action Plan** to achieve its vision of **greater community collaboration and resilience.**
- ✓ Build stronger **partnerships** with community groups.
- ✓ Coordinate and improve the **support** the Council gives to communities.

## Health & Social Care services will be personalised and integrated, with more people supported to live longer in their own homes...

- By 2020, social care services for adults will be **remodelled** to focus on **managing demand** and **promoting independence**, with a greater emphasis on early intervention. This approach, working with housing and health services, will enable many more people to stay independent and **live for longer in their own homes.**
- **Social care commissioning will be fully integrated with health services**, helping the NHS manage huge costs of A&E and hospital admissions through greater provision of primary and community care and improving the experience of those using health and social care.
- More **young people with complex disabilities** will stay in Barnet, where they grew up, and live in their own homes, with education and training opportunities helping them to grow in independence.
- People with **mental health issues** will get support in the community to help them stay well, get a job and remain active, with support focused on helping people with their whole life, not simply providing a diagnosis.
- Barnet's residents will be some of the most **active and healthy** in London, benefitting from improved leisure facilities and making use of the borough's parks and open spaces.

### *The Council will...*

- ✓ Implement its vision for adult social care, which is focused on **providing personalised, integrated care with more residents supported to live in their own home.**
- ✓ Invest in effective **telecare, housing adaptations** and **community support** to achieve this.
- ✓ Invest in **new, modern leisure centres** to replace older centres and **work with local sports clubs and community groups** to increase participation in sports and leisure activities.

## Public Health will be integrated as a priority theme across all services...

- The position of Public Health within in the Council ensures that increasing **health and well-being** and **reducing health inequalities** is a central theme to all activities across the Council by 2020 – not only in how services to residents are designed and delivered but also the **physical regeneration of the borough.**
- Public health outcomes will be a central to future **regeneration schemes**, with the borough's 'built environment' designed to help people keep fit and active.



### ***The Council will...***

- ✓ Implement a new **Health & Well-Being Strategy**, with actions for the Council and its partners to improve the health and wellbeing of residents and a framework for achieving this.

### **Barnet's schools will be amongst the best in the country, with enough places for all, and with all children achieving the best they can...**

- By 2020, Barnet will continue to have **primary and secondary schools that are amongst the best in the country**, with the Council recognising that this is why many people choose to live here.
- The **attainment** and **progress** of children in Barnet schools will be within the top 10% nationally and the **progress of the most disadvantaged pupils will be accelerated**.

### ***The Council will...***

- ✓ Invest in **extra school places**, building on the **£116 million** invested over the past 5 years, to ensure the borough's schools remain amongst the best and that demand is met.
- ✓ Continue to work in partnership with all schools, including Academies, to **raise standards** and **close the achievement gap** between disadvantaged pupils and their peers.

### **Barnet's children and young people will receive a great start in life...**

- The Council will continue to **ensure a great start in life for every child and that the borough's young people are well prepared for adulthood**.
- **Safeguarding arrangements for vulnerable young people will continue to be effective and robust**, with greater interface between statutory services, for example Social Care and Youth Offending teams working together to identify and support young people who might be at risk.
- There will be range of services to identify and address, at an early stage, any issues that may **impede a successful childhood**, provided through a well-trained, high quality workforce.

### ***The Council will...***

- ✓ From the birth of their child, **continue to support families through an integrated range of services** - including health, education and social care - delivered through a network of locally based centres to ensure that children get the very best start to life.
- ✓ Where children may be at risk, maintain a **multi-agency response** that brings together different professionals to share information quickly and effectively.
- ✓ Put in place a **greater choice of high quality local placements available for children who cannot remain at home**, by increasing in the number of Barnet foster carers and a permanent new home secured through adoption for those that cannot return home.

### **There will be a broad offer of skills and employment programmes for all ages...**

- By 2020, the Council will effectively **track and monitor the borough's young people** and work with the Jobcentre, skills providers and other partners to **provide a range of programmes aimed at supporting people into work and enabling them to progress whilst in employment**.

### ***The Council will...***

- ✓ Work with schools to track young people at risk of becoming 'NEET<sup>2</sup>' and work with partners to ensure a **broad skills offer for young people**, encompassing a range of options including **apprenticeships** and **employment opportunities**.

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<sup>2</sup> Not in Education, Employment or Training

- ✓ Work with Jobcentre Plus, Barnet and Southgate College and providers of the Government's Work Programme to deliver its **Partnership Agreement aimed at reducing unemployment**, with a focus on supporting vulnerable and hard to reach people into work; developing career pathways into higher level jobs in the care sector; and with a focus on retail and construction opportunities that will derive from regeneration activity across the borough.

### **Barnet's local environment will be clean and attractive, with well-maintained roads and pavements, flowing traffic, increased recycling and less waste sent to landfill...**

- **Barnet's streets will be kept clean and tidy**, benefitting from investment in more efficient mechanical sweepers to better clean Town Centres and residential streets.
- The borough's **roads and pavements will be in a good condition**, with the Council recognising that this has consistently been the top priority for residents for the past few years.
- Traffic flow on Barnet's roads will be managed to **reduce congestion**, with regeneration areas designed effectively to **keep traffic moving**.
- Residents will **recycle more of their household waste**, with increased recycling and less waste sent to landfill.

#### ***The Council will...***

- ✓ Improve the cleanliness of the borough by **improving cleansing routes** and ensuring that Town Centre and residential sweeping beats are regularly reviewed to ensure a consistent standard of cleanliness.
- ✓ **Invest a further £50 million in road and pavement networks over the next 5 years**, on top of the £11 million in additional investment since 2011.
- ✓ **Remodel its waste and recycling service**, making it easier for residents to recycle more which will benefit the environment and save the Council money in collection and disposal costs.

### **Barnet's parks and green spaces will be amongst the best in London...**

- Resident feedback consistently shows that Barnet's **parks and green spaces** are amongst its biggest assets and a strong influence for people deciding to live in the borough.
- The Council recognises this, and will **continue to ensure that the borough's parks and green spaces are looked after**.

#### ***The Council will...***

- ✓ Develop **more innovative ways of maintaining its parks and green spaces**, including through **greater partnerships with community groups** and focus on using parks to achieve wider public health priorities for the borough.

### **Barnet will be amongst the safest places in London, with high levels of community cohesion, and residents feeling safe...**

- Barnet will **continue to be one of London's safest boroughs**, with effective working between the Council and police driving further **reduction in crime rates**.
- **Community cohesion** in Barnet will remain high, with people from different backgrounds **getting on well together**.

#### ***The Council will...***

- ✓ Work with the police and other partners to implement new 2014 Anti-Social Behaviour legislation to **prevent and deter anti-social behaviour** and reduce repeat victimisation.

- ✓ Work in partnership to reduce the **under-reporting of Hate Crime**, with a particular focus on vulnerable communities.
- ✓ Take a partnership approach to **preventing Domestic Violence** through co-ordinating service provision to those at high risk of repeat victimisation.

### **Residents will see a responsible approach to regeneration, with thousands of new homes built and job opportunities created...**

- Barnet will go through a significant period of regeneration over the next decade and beyond, with seven major schemes being planned and implemented in areas such as Colindale, Dollis Valley and Brent Cross Cricklewood.
- Regeneration will be delivered in a **responsible and sustainable way**, with the Barnet's **green and open spaces protected** so that the borough remains an attractive place where people want to live now and in the future.
- Barnet's **Town Centres** will be vibrant and enticing, with a strong **retail and community offer** which recognises that they are at the heart of our communities. Centres will benefit from investment to ensure an attractive environment for local businesses, shoppers and residents.

#### ***The Council will...***

- ✓ Deliver its **existing regeneration programme**, which will generate more than £11m in recurrent income by 2025 and £50 million in one off income by the end of the decade - to be invested in infrastructure – and create more than 20,000 new homes and provide for up to 30,000 new jobs.
- ✓ Identify a **future 'pipeline' of regeneration sites**, to build the new homes that residents need and increase local revenue streams.
- ✓ Implement its **Entrepreneurial Barnet Strategy** which aims to make Barnet the best place in London to be a small business.
- ✓ Continue to work with business and local communities to ensure that **Barnet's Town Centres** benefit from growth, with a **tailored package of support** to help them adapt successfully to a changing world with a strong offer to local people and businesses.

### **Customer services will be intuitive and flexible, with increased user satisfaction...**

- By 2020, the majority of customer interaction with the Council will be **fully resolved via the web** and other self-service channels which will be **quicker** and **more flexible**.
- Customers will experience a consistently high quality **personalised service**, focussed on achieving fast and effective **resolution** of queries and requests. Customer services will be **intuitive**, recognising the interests of users and sign-posting them to other services they might require as well as actively promoting activities to help **manage demand**.
- **Resolution of issues raised at the first point of contact** with the Council will occur over 80% of the time and satisfaction with the services people receive will consistently exceed 90%.

#### ***The Council will...***

- ✓ Invest in its **website** and implement the '**My Account**' **portal** to make it easier for residents to make transactions online - such as paying Council Tax or renewing a parking permit - report a problem, and find out what is going on locally.

## **Barnet will be recognised as a transparent and open Council...**

- Barnet will be seen as a leader in **Local Government transparency** and will build on our ground breaking move to publish the two major contracts with Capita online to **make more of the information and data we hold available to residents**.

### ***The Council will...***

- ✓ Build on existing transparency activities - which include information about items of spending over £500, contracts and tender documents, meeting minutes, performance data, policy decisions, and Freedom of Information responses – and identify ways to be **more transparent**.
- ✓ Develop its **Open Data Portal** to **make more data sets available** for use and re-use by third parties. Making available more information about services should empower communities to consider how they might become more involved in their local areas.

## **And, for staff, the Council will offer a more flexible and modern workplace...**

- By 2020, the Council will be a more **modern and flexible employer**, having implemented a range of changes to the working environment to better meet the needs of its staff.

### ***The Council will...***

- ✓ By 2017, relocate its head office from the current location at North London Business Park to a **new HQ** in one of the borough's largest regeneration areas – Colindale - putting the organisation and its staff at the heart of this growing and changing community.
- ✓ Invest in new IT to enable staff to **work more flexibly across a range of locations**, allowing them to be closer to the residents they work with.

## **Achieving its vision to 2020 - the Barnet Council's strategic objectives...**

- The core principles of **Fairness, Responsibility** and **Opportunity** have been developed into a set of **strategic objectives** which frame the Council's approach to achieving its vision. These objectives, which have been **based on consultation with residents**, are as follows:

<b>The Council, working with local, regional and national partners, will strive to ensure that Barnet is a place:</b>
1. Of <b>opportunity</b> , where people can further their <b>quality of life</b> ...
2. Where people are <b>helped to help themselves</b> , recognising that <b>prevention is better than cure</b> ...
3. Where <b>responsibility</b> is shared, <b>fairly</b> ...
4. Where services are delivered <b>efficiently</b> to get <b>value for money for the taxpayer</b> ...

## SECTION 5: DELIVERING OUR VISION - INDICATORS FOR SUCCESS

- A **basket of indicators will be used to measure progress against the Corporate Plan**, set out below. Progress will be reported to the **Council's Performance and Contract Monitoring Committee each quarter**, providing public challenge and scrutiny.
- **Detailed management plans and contracts are in place** to translate these priorities into action. The performance of each service area will be reported on the Council's website each quarter and key service delivery successes and challenges will also be reported to Performance and Contract Monitoring Committee.

### **The Council, working with local, regional and national partners, will strive to ensure that Barnet is a place:**

#### **1. Of opportunity, where people can further their quality of life**

- Barnet will be a great place, with over 90% of residents satisfied with the borough as a place to live.
- We will deliver our regeneration programme, creating 30,000 jobs and 20,000 new homes by 2025. By 2020, there will be 10,840 additional new homes in Barnet.
- All Barnet schools will be rated as good or better by Ofsted, giving our children and young people the foundation for future success.
- Barnet will be the best outer London borough to be a small business, with 5% more businesses surviving and succeeding when compared with other London boroughs.
- Barnet's exceptional parks and open spaces will be well used for leisure, enjoyment and sport. Over 75% of residents will be satisfied with Barnet's parks and open spaces. Barnet will continue to be a clean borough, rated significantly higher than the London average for having clean streets.
- The repair of roads and quality of pavements will improve, with residents' satisfaction increasing to, at least, the London average.
- And we will be a leader in London for recycling; over 50% of waste collected will be reused, recycled or composted.

#### **2. Where people are helped to help themselves, recognising that prevention is better than cure**

- We will target Early Years services so that families who most need support are able to access it, ensuring that 85% of families with 2-year olds who most need additional services are able to access them.
- Working in partnership with schools, we will continue to reduce the achievement gap between those children who receive free school meals, or are in care, and their peers. Our aim is to be in the highest performing 10% of all local authorities for reducing the achievement gap.
- We will encourage people to make healthy choices, with an increase in the proportion of adults taking part in regular sports activity or exercise to 55.6%.
- We recognise the importance of people who require more support being able to live with independence, and able to access employment. We will be in the top 10% of all local authorities for the proportion of adults with learning disabilities who are in employment.
- Our vision is that older people are supported to live safely and maximise their independence. All older adults with eligible adult social care needs will receive services which enable them to live as independently as possible.

#### **3. Where responsibility is shared, fairly**

- Our ambition for residents and community groups is for them to succeed, with more people regularly volunteering in their communities – and over a 35% of residents volunteering each month.
- Barnet will be a place of opportunity, with low rates of unemployment (4.2%) and where young people are able to make a great start in life – being in the top 10% in England for highest numbers of

young people in education, training or work.

#### 4. Where services are delivered efficiently to get value for money for the taxpayer

- Barnet will be in the lowest 25% of all Councils (Boroughs and County Councils) for expenditure per head of population as we keep our costs under control.
- When compared with all other Councils (Boroughs and County Councils), all our services will be rated above average.

#### 5. With improved Customer Services and increased transparency

- We will provide outstanding customer service, with 90% of customers satisfied with the service they receive from Council services.
- Customers will experience a personal service, meaning 80% of all inquiries from customers will be resolved at the first point of contact.

## SECTION 8: MEETING THE PUBLIC SECTOR EQUALITIES DUTY

- In delivering this Corporate Plan, the Council's priorities, the actions it takes and results it seeks will reflect our **Strategic Equalities Objective (SEO)**, which is:

*That citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.*

- The Council's approach to **equalities** is **embedded in the decisions we make as an organisation** and is fully integrated into our annual business planning process. Changes to policies and services are **analysed in order to assess the potential equalities impacts and risks** before final decisions are taken.
- The Council will **monitor progress against the SEO through a basket of indicators** for each Theme Committee, selected from the **Corporate Plan Technical Appendix**. We will use the information we hold about our residents and service users to break this down by **protected characteristics** wherever possible.
- In assessing progress, we will also consider **service user satisfaction rates** in relation to services such as waste and recycling; parks and green spaces; attainment rates for all Barnet's young people, including children in care; a focus on housing and employment for vulnerable groups such as people with learning disabilities and people with mental health issues. We will also look at **Resident Perception Survey measures** relating to community cohesion; and life expectancy rates in the borough.
- Progress against the basket of indicators used to assess the SEO indicators will be reported publicly through an **Annual Equalities Report** to Council.

## APPENDIX 1: BARNET COUNCIL'S FINANCIAL POSITION 2015 - 2020

### The impact of budget reductions and increasing demand on the Council's finances

- In Barnet, the impact of falling public spending and increasing demand for services has meant the Council has needed to **save £75m between 2011 and 2015** – 26 per cent of its budget.
- The Council faces a **further budget gap of £90.8 million from 2015 to 2020**, which means **we will need to reduce our running costs by a further £90.8m a year by 2019/20**.
- The total savings required each year to 2020 are:

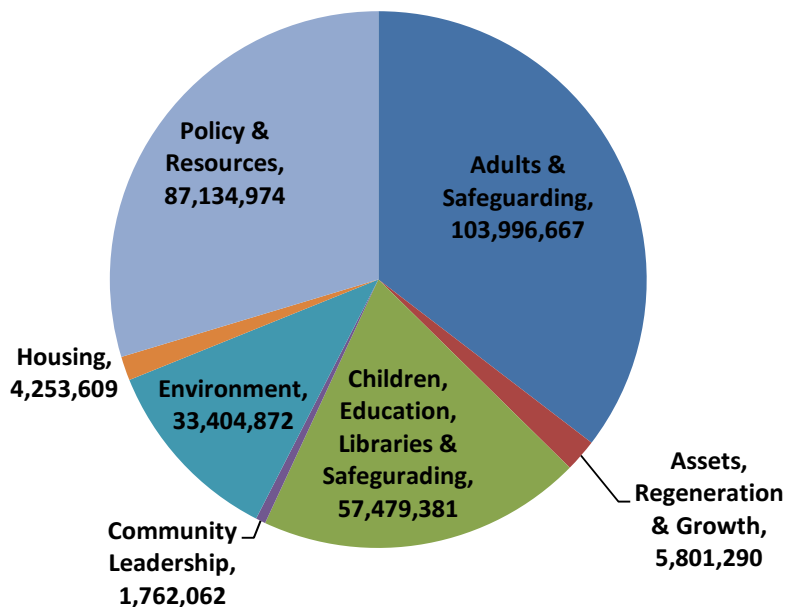
2015/16	2016/17	2017/18	2018/19	2019/20	Total
£17.269m	£22.419m	£18.324m	£16.567m	£16.270m	£90.849m

- The **impact of a decade of constraint on the public finances and increasing demand on services** means that, in real terms, by the end of the decade, **the Council's total spending power will be nearly half what it was at the start**.

### The Council's Medium Term Financial Strategy to 2020

- The Council has published a **Medium Term Financial Strategy (MTFS) to 2020**, which sets out how it will meet the financial challenge to the end of the decade.
- The Council's **total budget at the start of 2015/16 is £293.8m**, with the split by the main Council 'Theme' Committees as follows:

#### 2015/16 Total Barnet Council Budget: £293.8m



- As of March 2015, **Committees have agreed contributions totaling £68.9m towards the total savings gap of £90.8 million**.
- The table below outlines the **savings to date** which have been allocated to each of the Council's Committees over the next 5 years:

<b>Theme Committee savings 2015/16 – 2019/20</b>	<b>Total savings £000</b>
Adults & Safeguarding Committee	21,031
Assets, Regeneration & Growth Committee	10,377
Children, Education, Libraries & Safeguarding Committee	13,269
Community Leadership Committee	852
Environment Committee	7,721
Housing Committee	300
Policy & Resources Committee	15,377
<b>TOTAL</b>	<b>68,927</b>

- This leaves a **remaining budget gap of £21.9 million** by 2019/20, which falls largely in the final two years of the decade. The Council will use its commissioning approach to ensure that it achieves a balanced budget by 2020.