

## Commissioning Group– Q3 2014/15

### 1.1 DELIVERY UNIT DASHBOARD

Projected Revenue budget variance £000 <sup>[1]</sup>	Capital actual variance £000	Corporate Plan Performance	Management Agreement
(295)	(981)	1	n/a

### 1.2 TOP ACHIEVEMENTS AND ACTIONS

#### Top 3 Achievements

Thematic Committees approved Commissioning Plans which set commissioning priorities for the next five years and the draft **outline strategic plan and budget** for the rest of the decade has been published. This includes options for how the council might cover around £50 million of the £73.5 million savings it needs to make by 2020. Two linked consultations have begun on the council's commissioning priorities and Medium Term Financial Strategy to 2020, with further detail on budget plans for 2015/16. The online consultation will run until February 11th 2015.

**Brent Cross regeneration and Colindale estate** has been added to the government's National Infrastructure Plan securing significant funding from the Treasury and DCLG. Iain Duncan Smith visited the Grahame Park estate in Colindale where he announced a £56million funding injection for regeneration of the estate, while chancellor George Osborne said the government would support the on-going development of the business case for a Thameslink station to support the regeneration of Brent Cross.

Work has started on preparing for the move out of NLBP4 and into NLBP2 and Barnet House. The council needs to reduce the amount of paper files kept on-site by 75%. **The Information Management (IM) team are leading the indexing and removal process of files** so they can be moved to a secure off-site storage facility. Information Management are also managing the procurement of the off-site archive facility.

Key Challenges	Actions required
Work to <b>relocate the depot</b> is progressing as the purchase of 2 sites has been approved subject to planning permission. However challenges remain as there are tight timescales to exit Mill Hill Depot.	Planning process and public consultation plans are being developed.
<b>Commissioning plans</b> , setting out the council's response to the challenge of reduced funding from Government together with rising demand on local services for the next five years, were approved by thematic committees. Work is currently underway to ensure these commissioning plans inform management agreements and service plans.	Commissioning plans will be updated and brought back to thematic committees in the Spring for further approval.
The council faces a projected budget gap of £73.5 million between 2016 and 2020. Successfully meeting the financial challenges ahead requires careful planning and savings proposals have been agreed of £50.6m. However this leaves a remaining <b>gap of £22.9m</b> which still needs to be identified.	Business planning cycle has commenced and will continue into quarter 3.

### 1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

The Chancellor of the Exchequer gave his annual **Autumn Statement** on 3 December confirming that local services will not face additional cuts next year, on top of those already announced. Our careful business planning thus far has meant the funding model fits in with plans.

After being approved at the October General Functions Committee an **interim commissioning director structure** was launched on the 5<sup>th</sup> of January. There is on-going work to develop commissioning functions and support below Commissioning Directors and Delivery Unit Directors.

In December there was the **first desktop exercise to test corporate business continuity plans**. In the past each service has had their own plans but this was the first time they have all been brought together and tested. Services have updated their plans to fit in with the corporate plan and are all fit for purpose. This has provided assurance to Strategic Commissioning Board (SCB), who were also involved in the exercise.

The Supreme Court gave judgment on a neighbouring London borough's **consultation on council tax support**. This judgement has implications for all councils and as a result Barnet has reviewed its approach to consultation and updated advice to undertaking consultations to ensure it stands up to scrutiny.

## 2. DELIVERING THE CORPORATE PLAN

### 2.1 How the Delivery Unit is performing against its Corporate Plan indicators

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
5001	Increase residents' satisfaction with their local area as a place to live above 88%	Autumn 2014	87%	88%	N/A	88%	0%	Improving	LGA public poll on resident satisfaction 82% (October 2014)

\*The relevant previous outturn used will either be the previous quarter, or the same quarter of the previous year. The same quarter of the previous year will be used for annual indicators, cumulative indicators (where the numbers add up during the year and are reported as 'year to date') and if the indicator is affected by seasonal fluctuations.

Satisfaction with the local area is up one percentage point since Spring 2014 (not statistically significant) and is now six percentage points above the national average (statistically significant) as 88 per cent of residents are satisfied with their local area as a place to live.

## 4. RESOURCES AND VALUE FOR MONEY

### 4.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
Commissioning Group	1,561	1,537	1,537	(0)		0.0%
Commercial	765	1,224	1,072	(152)	Vacancies not being filled.	-12.4%
Deputy Chief Operating Officer	3,904	4,155	3,990	(165)		-4.0%
Commissioning Strategy	438	405	428	23		5.6%
<b>Total</b>	<b>6,668</b>	<b>7,322</b>	<b>7,027</b>	<b>(295)</b>		<b>-4.0%</b>

### 4.2 Capital

	2014/15 Latest Approved Budget	Additions/ (Deletions) - Quarter 3	(Slippage) / Accelerated Spend - Quarter 3	2014/15 Budget (including Quarter 3)	Forecast to year-end	Variance from Approved Budget	% slippage of 2014/15 Approved Budget
	£000	£000	£000	£000	£000	£000	%
Commissioning Group	3,191	-	(981)	2,210	2,210	(981)	-30.7%
<b>Commissioning Group</b>	<b>3,191</b>	<b>-</b>	<b>(981)</b>	<b>2,210</b>	<b>2,210</b>	<b>(981)</b>	<b>-30.7%</b>

## 5. OVERVIEW OF DELIVERY UNIT

### 5.1 Managing the business

Overall in quarter 3 2014/15, Commissioning Group received around a quarter (27%, 111 out of 418) of all of the council's Freedom of Information (FOI) requests, eight percentage points more than the first quarter of the year. Of the FOIs due within the quarter, Commissioning Group responded to 98% on time, compared to 94% in quarter 2. The council average has increased from 96% in quarter 2 to 98%.

The Commissioning Group responded to 75% of Subject Access Requests in time (4 due), compared to 68.4% across the Council (19 due in total).

The council continues to experience challenges with responding to complaints on time, although there has been an improvement in quarter 3 with 76%. Notably, 90% of stage 1 complaints were not upheld in quarter 3.

### 5.2 Change projects

Project	Outturn	Direction of Travel	Commentary
<b>Information Management</b> <i>Implementation of the Information Management Strategy</i>	Green	Up	The Information Management Framework is currently in the process of being implemented with a number of framework elements having been delivered over 2014/15. There is currently work in progress on the Transparency Project (Phase 2), ensuring information is 'owned' and work on ensuring the council has an information and data management architecture that fits our needs continues.

### 5.3. Risk Overview

The following is the 5 X 5 matrix 'heat map' highlighting the number of risks at a Directorate Level and where they are currently rated:

SCORE		IMPACT				
		1	2	3	4	5
		Negligible	Minor	Moderate	Major	Catastrophic
PROBABILITY	5 Almost Certain	0	0	0	0	0
	4 Likely	0	0	0	0	0
	3 Possible	0	1	3	6	1
	2 Unlikely	0	0	0	4	1
	1 Rare	0	1	0	0	1

**Risk Commentary for Delivery Unit:**  
 One new risk has been added to the 12+ risk register in quarter 3 2014/15. A risk has been identified around due diligence to health and safety when commissioning services. With the introduction of a commissioning council it is important that all services consider health and safety issues during the concept stage of a proposed commission. There are a number of controls to mitigate this risk including incorporation into the project management toolkit during quarter 3. The Depot Relocation remains a high risk due to tight timescales.

The following risk register lists those risks rated as 12 and above:

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
ST0081 - Compliance There is a risk that the Council will not be able to secure an alternative site for the depot by 2016	Catastrophic 5	Possible 3	High 15	The depot relocation project will mitigate the risk set out. Current activity includes the submission of a planning application for Pinkham Way	Treat	Quarterly	Catastrophic 5	Unlikely 2	Medium High 10

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
ST0084 - Financial Welfare and Benefit Reform – there is a risk that government policy may have unintended consequences set in the wider context of service reductions and social change. Possibility of increase in service pressures following implementation of reforms/new system.	Major 4	Possible 3	Medium High 12	Steering Board (chaired by Chief Exec and attended by senior colleagues from within LBB and other partners) focused on identifying, quantifying and mitigating risk to LBB and partners. Actions include establishment of joint taskforce with Job Centre Plus (JCP), Barnet Homes and others to support those affected by Benefit Cap. Actions to manage housing supply in appropriate way. Research on impact of Universal Credit Detective: Performance indicators in place to monitor impact on housing and social care demand. Financial analysis on the potential cost of impact of welfare reform underway.	Treat	Quarterly	Moderate 3	Possible 3	Medium High 9
ST0068 - Reputational Insufficient capacity, resource and focus to deliver the Council's Corporate Plan and intended service outcomes	Major 4	Possible 3	Medium High 12	To mitigate this risk, the Council has developed a new performance framework in 2013/14. This sets out roles and responsibilities of different services and functions in the reporting cycle, a clear approach to how performance challenges are escalated, and a peer review meeting each quarter.	Treat	Quarterly	Moderate 3	Unlikely 2	Medium Low 6

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
				Key performance officers have been supported through training and support activities to participate in the performance cycle. Management Agreements are in place with DUs to escalate challenges and identify resource or delivery challenges.					
ST0073 - Reputational The benefits of the commissioning model, specifically improvement of outcomes for local people, are not achieved.	Major 4	Possible 3	Medium High 12	Development of a framework to support the commissioning process. The framework will bring together the policy, processes and tools used to commission services to establish a common approach and method for prioritising work as well as measuring customer and societal outcomes.	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8
ST0082 - Financial The capital programme funds delivery of capital projects to ensure that resources are managed more effectively and that they deliver better outcomes. However, weaknesses in controls and monitoring could result in non-delivery of projects or priorities.	Major 4	Possible 3	Medium High 12	The capital programme for 2012/13 reported significant slippage, though was not found to have delayed project delivery. Financial monitoring is undertaken monthly with quarterly reporting to Cabinet during the development and delivery phases. Monitoring of the delivery of projects takes place through a capital programme report (monthly and	Treat	Quarterly	Minor 2	Possible 3	Medium Low 6

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
				quarterly) and quarterly review of the delivery of all projects. In April 2013, the Council put in place a new officer group – the Assets and Capital Board – to oversee the development of the capital programme and strategies, monitoring delivery, and tracking benefits. The Board has set terms of references, designed to oversee key phases of the capital project lifecycle. A new Capital Needs Assessment process – with stronger profiling and challenge activity is underway for 2013/14 to strengthen profiling and give a firm foundation for future years.					
ST0085 - Health & Safety There is a risk that Health & Safety contracts & performance is not monitored sufficiently.	Major 4	Possible 3	Medium High 12	Delegation of H&S responsibilities in Corporate H&S Policy 'Performance Reporting and Monitoring', and 'Managing Contractors', arrangements in Corporate H&S policy Standard H&S contract clauses Officers delegated to manage contracts	Treat	Quarterly	Moderate 3	Unlikely 2	Medium Low 6



Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
	Major 4	Possible 3	Medium High 12				Major 4	Unlikely 2	Medium High 8
ST0090 - Health & Safety Failure to fully consider health and safety when commissioning services - There is a risk if significant H&S issues are not considered at the concept stage and the viability of a proposed commission not assessed. That risk mitigation strategies aren't produced for the subsequent stages of commissioning.				H&S templates and guidance in Corporate Project Management Toolkit Council H&S Policy delegates duties and provides guidance Tender & PQQ H&S questionnaires and evaluation Some 'sign off' by Head of SHaW for significant commissions at concept stage	Treat	Quarterly			

#### 5.4 Equalities

Equalities description	Comments and Proposed Intervention
<b>My council doesn't do enough for people like me</b>	My council doesn't do enough for people like me remains in line with the spring, but is still scoring significantly lower compared to autumn 2013 and autumn 2012. The breakdown of the Resident Perception Survey indicates that there are groups across Barnet who are (statistically) more likely to say the council 'Doesn't do enough for people like me', these are: <ul style="list-style-type: none"> <li>- Those of Muslim religion or belief</li> <li>- People who have been in the area between three and five years</li> </ul>

The breakdown of the Resident Perception Survey also shows there are groups who are statistically more likely to respond negatively to statements such as the council is doing a good job, making the place a better place to live, trustworthy and the accessibility of council services, these people:

- Have a non-limiting illness/disability
- Are in fair health
- Own their property outright
- Are of 21+ years old

## 5.5. Customer Experience

Customer Experience description	Comments and Proposed Intervention
<b>Satisfaction with the local area</b>	Satisfaction with the local area is up one percentage point since Spring 2014 (not statistically significant) and is now six percentage points above the national average (statistically significant) as 88 per cent of residents are satisfied with their local area as a place to live.
<b>How the councils runs things</b>	How the council runs things is down one per cent since Spring 2014 and three per cent since 2013 (not significant) but this is broadly in-line (one per cent above) with the 2014 London average.
<b>Council provides value for money</b>	The significant increase on the perception measure Barnet Council provides value for money has been sustained and is seven per cent higher than 2012, and is now in line with the national average.
<b>Image of the council</b>	In terms of image of the council, the majority of measures that saw significant increases in Spring 2014 have been maintained
<b>Customer Care of Council</b>	Satisfaction with services has experienced a significant drop year on year. Only half of residents (54 per cent) who have contacted the council in the last twelve months are satisfied with the service they received. This is a three percentage point drop since spring 2014 (not significant), but a five percentage point drop year on year (significant). However difficult to get through on the phone is now moving in a positive direction.