

# DRS– 2013/14

## 1.1 DELIVERY UNIT DASHBOARD

Revenue budget actual variance £000 <sup>[1]</sup>	Capital actual variance £000	Corporate Plan Performance	Management Agreement Performance
0	(3,228)	1	4.5

## 1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements	Key Escalations	Actions required
Good progress on the Regeneration estates with planning permission granted by Cabinet for DollisValley in June and competition and full occupation of Sterling Court at Stonegrove Spur Road.	Longer term budget pressures in relation to revenue budgets for highways maintenance.	Additional funding has been agreed for 2013/14, but the budget shortfall needs to be addressed beyond this as part of the priorities and spending review.
Cabinet approval secured for building of 41 new council homes secured in June.	Under resourcing of Harrow Barnet (HB) legal service to support the growth and regeneration programme which has resulted scheme slippage.	Level 2 improvement plan for HB legal services
260K grant secured from Greater London authority to improve air quality with specific measures in North Finchley and by promotion the use of public transport and physical activity across Barnet and Harrow.		

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

The DRS delivery unit has continued to deliver its core business successfully and support the wider corporate plan strategic objectives whilst also actively engaged in the final stages of dialogue with the Council's preferred bidder for future delivery of services. Performance against corporate plan indicators is on track and good progress has been made on delivery of major change projects identified within the Management Agreement. Good progress is being made across the range of regeneration schemes; however some issues have been flagged resulting in amber ratings across that sub set and these are being monitored closely through the Growth & Regeneration Operations Board. This quarter's risk profile reflects the continued impact of income shortfalls for the Cemeteries and Crematorium Service and Land Charges, along with the Highways responsive maintenance programme.

## 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
6001	Completion of plannedwork on all roads and footpaths identified for resurfacing and maintenance work	April 13-June 13	New Measure	10	N/A	15	50%	N/A	No Benchmarking available - local indicator
6002	Completion of new affordable homes	Data expected to be reported in Q2.							
6003	Bring empty properties back into use	April 13-June 13	314	25	N/A	278	1012%	▼ 11.5%	No Benchmarking available - local indicator
4001	Make Safe within 48 hours all intervention level potholes reported by members of the public	Apr 13 - Jun 13	87.2%	80%	521/714	73%	8.8%	▼ 16.3%	No benchmarking available - local indicator

\*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.

Excellent progress has been made on completing planned works to roads and pavements which are running 50% ahead of schedule. The annual target for bringing 100 empty homes back into use has already been exceeded, as the team dealing with this is now fully staffed and has been able to identify and deal with a large number of quick wins; performance is expected to reduce to target levels over the coming months.

## 2.2 Interventions & Escalations

CPI NO	Comments and Proposed Intervention
4001 Make Safe within 48 hours all intervention level potholes reported by members of the public	<b>Intervention level 1</b> (Delivery Unit to review and act accordingly) As well as a higher number of potholes during April, the bitumen material plant was closed for maintenance after Easter for 3 days, and the availability of resources was reduced due to lower staffing numbers over the Easter period (the end of the winter gritting period).

## 3. CONTRACT REPORTING

### 3.1 Overview of performance against Management Agreement

Total No. of KPIs	RAG ratings				Positive/neutral DoT	Negative DoT	No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red			
59 (TBC)	6 (75%)	0 (0%)	1 (12.5%)	1 (12.5%)	2	3	8

Targets are being met or exceeded for building control, planning and cemeteries and crematorium performance indicators. Comments and proposed interventions for the two PIs which are below target are set out in 3.3 below.

### 3.2 How is the Delivery Unit achieving against its Management Agreement

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
NM024 (a)	Timely response to Permit requests	Apr 13 - Jun 13	99.0%	100.0%	4518/4604	98.1%	1.9%	▼ 0.9%	No Benchmarking available - not directly comparable
LC029	Average time taken to process requests for Full Official Searches (online and post)	Apr 13 - Jun 13	2.8 days	3 days	N/A	5.47	82.3%	▼ 95.4%	No Benchmarking available - local indicator

### 3.3 Interventions & Escalations

KPI NO and title	Comments and Proposed Intervention
NM024 (a) Timely response to Permit requests	<b>Intervention level 1</b> (Delivery Unit to review and act accordingly) <i>Responses to permit request were slightly below target; this was largely as a result of the introduction of new procedures and a significant number staff being new to the service. Performance is expected to improve during quarter 2.</i>
LC029 Average time taken to process requests for Full Official Searches (online and post)	<b>Intervention level 1</b> (Delivery Unit to review and act accordingly) <i>A 19% increase in volumes during Q1, and problems with IT systems affected performance. The IT issues are being addressed by NSCSO, and extra staff will be deployed during Q2 to improve performance.</i>

## 4. RESOURCES AND VALUE FOR MONEY

### 4.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q1 forecast	Variation		
	£000	£000	£000	£000		
Managed Budgets	47	96	48	(48)	-	-50.0%
Management Fee	773	840	420	(420)	-	-50.0%
Blocked DRS	-	19	487	468	DRS net position assuming transfer at month 6	100.0%
<b>Total</b>	<b>820</b>	<b>955</b>	<b>955</b>	<b>-</b>	<b>Unachieved savings funded from reserves</b>	<b>0.0%</b>

### 4.2 Capital

	2013/14 Latest Approved Budget	Additions/ (Deletions) - Quarter 1	(Slippage) / Accelerated Spend - Quarter 1	2013/14 Budget (including Quarter 1)	Forecast to year end	Variance from Approved Budget	% slippage of 2013/14 Approved Budget
	£000	£000	£000	£000	£000	£000	%
Highways TfL	6,785	100	(678)	6,207	6,207	(578)	-10%
Highways non-TfL	6,530	(252)	(621)	5,657	5,657	(873)	-10%
Parking Design	332	6	(33)	305	305	(27)	-10%
General Fund Regeneration	10,376	-	(1,050)	9,326	9,326	(1,050)	-10%
Disabled Facilities Project	2,722	-	(400)	2,322	2,322	(400)	-15%
Housing	273	-	-	273	273	-	0%
Other Projects (Spilt)	3,027	-	(300)	2,727	2,727	(300)	-10%
<b>DRS Delivery Unit</b>	<b>30,045</b>	<b>(146)</b>	<b>(3,082)</b>	<b>26,817</b>	<b>26,817</b>	<b>(3,228)</b>	<b>-10%</b>

## 5. OVERVIEW OF DELIVERY UNIT

### 5.1 Managing the business

Only 70% of Performance Reviews for staff within DRS have been completed for the last financial year 2012/13. Whilst above the council average, it still falls below the 100% target that needs to be achieved ahead of contract commencement with a new Provider. Monitoring reports have been generated and will be tracked and followed through by the DRS senior management team to ensure these performance reviews and completed.

Performance on responding to complaints needs to improve, as only 72% received responses within corporate response times respectively during quarter 1. This does not include 19 out of time stage 3 complaints which all relate to a single planning issue and are being dealt with by the corporate complaints team. Additional resources are being applied which should see an improvement in performance for Quarter 2.

### 5.2 Change projects

Project	Outturn	Direction of Travel	Commentary
Development and Regulatory Services – transfer to new supplier.	<b>Green</b>	<b>N/A</b>	Good progress is being made across all key milestones
Continued monitoring of Platforms Programme Phase 1 outcomes	<b>Green</b>	<b>Same</b>	Monitoring of Platforms Phase 1, outcomes to be completed by December 2013. Draft phase 1 of evaluation produced, celebration event planned for 9 <sup>th</sup> July. Phase 2 evaluation to be produced in December at end of outcome delivery.
Delivering Phase 2 of the NEETs platform to increase access to employment and training by, particularly young people not in employment, education or training (NEETs) and those incentivised by welfare reform; and ensure that skills provision better meets	<b>Green</b>	<b>N/A- not previously reported</b>	Phase 2 delivery underway – Princes Trust Programme (led by Children’s Service) round 1 currently being delivered; round 2 to be delivered in Dec 2013. Internship Programme (led by Sharon DaCunha Human Resources) is still to be commissioned.

Project	Outturn	Direction of Travel	Commentary
the needs of local employers			
Developing (with Lead Commissioner) and implementing strategies to improve key town centres, in partnership with residents and local businesses	<b>Green</b>	<b>N/A- not previously reported</b>	Outer London Fund projects in year 2 of delivery, for completion in March 2014. Designs now produced and delivery to start in Autumn 2013. Wider town centre planning being led by Lead Commissioner for Enterprise and Regeneration.
Engaging with local businesses to understand the role the Council needs to play in promoting economic growth, and implementing agreed changes with a view to developing an Enterprise Strategy	<b>Green</b>	<b>Same</b>	Business Engagement Plan now approved (May 2013) and delivery has commenced. Barnet webpages now have business advice signposting; a series of business events are being delivered over the coming months; and a Business Survey will be undertaken in Autumn 2013.
Optimise HRA income to support regeneration and other council priorities	<b>Green</b>	<b>N/A – not previously reported</b>	All quarter 1 milestones have been met as follows: Business cases completed and approved by Cabinet Resources Committee as follows: -Existing Homes investment programme – Apr 2013 -New Build programme on spare HRA land – June 2013
Housing Strategy	<b>Amber</b>	<b>N/A – not previously reported</b>	The following Q1 milestone has not been met <ul style="list-style-type: none"> <li>• <i>Outline Briefing document to Cabinet Briefing May 2013</i></li> </ul> The briefing document has been produced and approved by the commissioning board. A meeting has been arranged with the Cabinet Member for Housing on 9 July to discuss taking this forward.
Replacement of existing cremators and installation of mercury abatement equipment	<b>Green</b>	<b>Same</b>	Contractors commenced site surveys. Start on site August 2013.

Project	Outturn	Direction of Travel	Commentary
Delivering the agreed Regeneration- West Hendon	<b>Amber</b>	<b>Same</b>	The West Hendon Regeneration project is progressing according to programme. Further work is being carried out on validating historic costs and current dependencies. There continue to be concerns about delays due to issue with legal resources.
Delivering the agreed Regeneration- Stonegrove/Spur Road	<b>Amber</b>	<b>Up</b>	<ul style="list-style-type: none"> <li>• In summary, in June there was much progress made to mitigate against the potential reputational damage and delay to the project due to the changes to the Preserved Right to Buy made by Family Mosaic. An emergency Open Public Meeting was held to update residents and enable an opportunity to relay their concerns.</li> <li>• 3 secure tenants refused to decant from Barnet Homes properties to the new build. Intense and close collaboration with Family Mosaic enabled the effective resolution of this issue, thereby enabling the smooth transition of all but 1 of the remaining decant residents. There is a high chance that the remaining resident will move; independent legal advice has been obtained</li> </ul> <p>The project RAG rating is amber due to resource issues</p>
Delivering the agreed Regeneration- Grahame Park	<b>Amber</b>	<b>Same</b>	<p>In general progress on Phase 1b(i) is good. There are major concerns around</p> <ul style="list-style-type: none"> <li>• Lanacre Avenue shift steering group meeting regularly and has informally agreed revised time table for delivery of serviced site for A8 and subsequent development of new college and other facilities; however, Genesis Board has yet to agree to release funding for the shift to progress</li> <li>• Establishing viability for Stage B – which is currently not viable. The strategic review of Stage B was presented in June 2013 and a report on the options will be presented to SCB (date to be confirmed).</li> </ul>



Project	Outturn	Direction of Travel	Commentary
Delivering the agreed Regeneration-Dollis Valley	<b>Amber</b>	<b>Down</b>	<ul style="list-style-type: none"> <li>The Council and CLQ have been making good progress on satisfying the condition precedents within the Regeneration Agreement. Since, the last report, the scheme has been granted detailed planning consent for Phase 1 and outline planning consent for rest of the scheme. However, the latter consent is still subject to the necessary approvals being sought from the GLA. Both parties are working to conclude the Section 106 and the draft document is with CLQ's solicitor for comments.</li> <li>CLQ are confident that they can still meet the timescale for a 7 year build programme.</li> </ul> <p>The Council will need to carefully monitor HB Public Law's resources to the scheme. A lack of resources may affect the Council's ability to meet its obligations within the Regeneration Agreement. Delays have occurred on the CPO as a result.</p>
Delivering the agreed Regeneration-Granville Road	<b>Green</b>	<b>Same</b>	<ul style="list-style-type: none"> <li>Progressing as expected and in accordance with the PID</li> </ul> <p>There are concerns with resident support for the scheme</p>
Progressing Colindale as a 21 <sup>st</sup> Century suburb	<b>Amber</b>	<b>Same</b>	<ul style="list-style-type: none"> <li>The Council is working with its key partners to identify the best means of managing the growth of Colindale as a whole.</li> </ul> <p>The Council is also considering how it wishes to provide leadership across the area and specifically whether it wishes to take Colindale forward as a programme or a series of connected projects. However the Council is unable to control the pace of development on third party sites and even within the delivery of its supporting infrastructure programme the Council is heavily dependent on third party stakeholders. Therefore some deviation from its aspirational milestones is inevitable</p>

Project	Outturn	Direction of Travel	Commentary
Progressing the regeneration of Brent Cross/Cricklewood	<b>Amber</b>	<b>Same</b>	<ul style="list-style-type: none"> <li>• HUK /SLI are now progressing with the planning application documents to enable the re phasing of BXC. An application to amend the existing planning permission is still expected to be submitted in September 2013, although HUK/SLI has indicated that October may be a more realistic timetable.</li> <li>• CBRE/ GVA / LBB are reviewing HUK/SLI's BX Financial Appraisal, and programme has been agreed for the commercial documentation. LBB has issued Draft Heads of Terms for discussion and weekly meetings are in place with advisors to progress this workstream.</li> <li>• BX South Scheme design - LBB is continuing to progress the different work streams necessary to prepare for procuring a development partner in line with Cabinet Resource Approval dated 18 April 2013. Due Diligence work will be required to support the market proposal and a report will be put to Procurement Board on 16 July 2013 to enable LBB to make appointments directly.</li> </ul>
Mill Hill East	<b>Amber</b>	<b>Down</b>	<ul style="list-style-type: none"> <li>• The Inglis Consortium has agreed to market Phase 3a (previously phase 11 North) in advance of forecast. It is currently on the market and will deliver 92 flats. Following last month's shortlist of expressions of interest, preferred bidders have been selected to shortlist to final 3 with completions by December 2013.</li> <li>• There are risks that could add further costs to the Business plan. In autumn 2013 the annual contributions limits will need to be agreed. There are major concerns about delays due to legal resources issue.</li> </ul>

## 5.2 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:  
Insert table here:

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

### Risk Commentary for Delivery Unit:

Risks are reviewed on a monthly basis by the DRS management team to ensure that they are being managed effectively.

The risks reflect key concerns for the service, including the need to establish appropriate budgets for highways maintenance, and an on-going legal challenge around land charges. In addition, risks have been identified for the Brent Cross Cricklewood regeneration programme along with the actions being taken to manage these effectively.

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

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
Risk of claims in relation to element of search fees  Cause: Conflicting legislation, new advice from ICO, lack of existing case law. Consequence: potential for claims for substantial amounts of money going back several years.	Moderate 3	Almost Certain 5	High 15	Risk of claims in relation to element of search fees	Tolerate	Quarterly	Moderate 3	Possible 3	Medium High 9

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
Capital and Revenue Funding may not be adequate to maintain all footpaths and roads in a condition to prevent possible disruption for the Public, as to ensure safety, alternative to repair may lead to road closures.	Major 4	Almost Certain 5	High 20	<p>Capital and revenue bids made.</p> <p>A further bid made to Cabinet Resources Committee, which approved a further £3.5m of investment.</p> <p>A reduction of the condition index, as well as significant deterioration of some assets, leading to potentially more insurance claims and road closures has been highlighted as a consequence of inadequate funding.</p> <p>Regular monthly monitoring of responsive maintenance spend. This will identify the point at which no further work could be carried out without overspending (estimated week 14).</p> <p>Capital allocation to be used for highest priority schemes.</p>	Tolerate	Quarterly	Major 3	Possible 3	Medium High 9
Reduction in death rates and business at Hendon Cemetery & Crematorium may lead to failure to meet budgeted income targets.	Moderate 3	Likely 4	Medium High 12	<p>Improve and promote HCC as the funeral venue of choice in Barnet.</p>	Treat	Quarterly	Minor 2	Possible 3	Medium Low 6
S73 Application is refused	Catastrophic 5	Possible 3	High 15	<p>Weekly Pre-application discussions taking place with LBB Planning, TfL, Hammerson UK, Standard Life Investments to deal with any</p>	Treat	Monthly	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
				issues. Experienced professional team appointed.					
Fail to obtain Compulsory Purchase Order (CPO) Phase 1	Catastrophic 5	Possible 3	High 15	Regular meetings with HUK/LBB on CPO. Legal team appointed.  All working to ensure compelling case for CPO.  Currently preparing acquisition strategies.  Experienced professional team appointed.	Treat	Quarterly	Catastrophic 5	Unlikely 2	Medium High 10

Appendix

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
BC010	Meet building regulation application within statutory timescales	Apr 13 - Jun 13	New Measure	92.0%	184/188	97.9%	6.4%	N/A	No Benchmarking available
HCC020	Meet service requests for burials related to religious and cultural needs (e.g. Muslim burial requirements)	Apr 13 - Jun 13	New Measure	95%	6/6	100.0%	5.3%	N/A	No Benchmarking available - local indicator
PIH C001	Weekend and Public Holiday cremation availability	Apr 13 - Jun 13	New Measure	100%	29/29	100%	0%	N/A	No Benchmarking available - local indicator
PD M025	Compliance with planning application statutory timescales	Apr 13 - Jun 13	52.4%	70%	900/1212	74.3%	6.1%	▲ 41.7%	No Benchmarking available - local indicator
PD M026	Quality Assurance of Planning Developments (% of Appeals Dismissed)	Apr 13 - Jun 13	66%	65%	33/46	71.7%	10.4%	▲ 8.7%	No Benchmarking available - local indicator
EH016	Increase in the number of homes with burglary prevention measures in the borough	Apr 13 - Jun 13	16	6	N/A	6	0%	▼ 62.5%	No Benchmarking available - local indicator

\*Please note that all KPI's are finalised and targets agreed. However, not all baseline data is currently available to agree the start point. This will be finalised by end of Q3. This is also conditional upon the outstanding work in progress at the point of transfer on the 30th September.