

# Commissioning Group – Q3 2015/16

## 1. SUMMARY

### 1.1 DELIVERY UNIT DASHBOARD

Financial	
Projected year-end revenue budget variance	Capital actual variance
<b>0</b>	<b>(1,025)</b>

	Performance	Commissioning Intentions
Green rated	<b>60% (6)</b>	<b>15% (5)</b>
Green Amber rated	<b>10% (1)</b>	<b>79% (26)</b>
Red Amber rated	<b>10% (1)</b>	<b>6% (2)</b>
Red rated	<b>20% (2)</b>	<b>0% (0)</b>

### 1.2 TOP ACHIEVEMENTS AND ACTIONS

#### Top Achievements

Development of draft budget through to 2020 was approved for consultation by Policy and Resources Committee on 16 December. In addition, several key strategies were completed in draft for Committee consideration, including the Customer Access Strategy; Waste and Recycling Strategy and Parks and Open Spaces Strategy, which were considered at Environment Committee on 11 January. A number of key capital schemes were recommended to Committees to proceed to the next stage, including Sport and Physical Activity for new and enhanced facilities, Daws Lane and Tarling Road Community Hubs, and a new Youth Zone.

Progressed with schemes within the Regeneration programme, including the Supplementary Planning Document for Grahame Park ( endorsed by Policy and Resources Committee on 16 December), which is now subject to consultation with residents. Work continues on Brent Cross South, with an updated business case being developed for review by government in January 2016.

The Joint Health and Wellbeing Strategy was completed in November 2015 and an implementation plan will be presented to the Health and Wellbeing Board for approval in January 2016.

Key Challenges	Actions required
<p>Through the Customer Access Strategy, the Council has set a clear vision to allow our customers to engage with us in ways that are simpler, more convenient and more in keeping with modern life. This Strategy is subject to consultation during Quarter 4. At the same time, we are focusing on actions we can take in the short-term to significantly improve performance of the website and residents' experience of accessing services online.</p>	<p>Put in place an effective improvement plan to improve web experience during 2016.</p> <p>Develop clear implementation plan for the Customer Access Strategy.</p>
<p>Completing consultation on key strategies – Customer Access, Waste and Recycling and Parks and Open Spaces – before final recommendations to Committees.</p> <p>Ensuring effective delivery plans are in place for key areas of change, including IS and Estates projects, delivery of key programmes such as Highways and the Colindale office accommodation.</p>	<p>Complete consultation on key strategies.</p> <p>Ensure effective plans in with place with CSG / Re for delivery of key schemes.</p>

## 2. Performance

### 1.1 How the Delivery Unit is performing against its performance indicators

	RAG					Direction of Travel			
	Green	Green Amber	Red Amber	Red	Total RAG ratings	Monitor	Improving or the same	Worsening	No previous outturn
Overall	60% (6)	10% (1)	10% (1)	20% (2)	100% (10)	100% (10)	45% (9)	25% (5)	30% (6)

### 2.2a Performance Indicators

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
CG/S3	Decrease in the level of crime across the Mayor's Office for Policing And Crime set of crimes	Strategic	Oct-Dec 2015	19%	20%	N/A	17%	15%	Worsening	London Benchmark: 18.4% reduction vs. 2011/12 Baseline
CG/S7	Spend (total net spend per head)	Strategic	Oct-Dec 2015	£1272	£1239	N/A	£1272	2.7%	Same	Target - Lowest 25% of comparable boroughs. Using GLA Pop est of 383,100 spend of £487,275,000. Provisional result has been updated in January 2016. Barnet return has remained the same but target has changed due to updated cohort returns.

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CG/S15	Performance of services	Strategic	Oct-Dec 2015	73%	100%	N/A	77%	23.0%	Improving	LAPS Q2 Report – this represents a high level of performance in line with previous quarters and years.
CG/S17	Number of older people who take up leisure services – participation of over 45s	Strategic	Oct-Dec 2015	19.0%	20.4%	14905/78447	19.0%	6.9%	Improving	

## 2.2b Comments and proposed interventions for indicators which did not meet target

Ref and title	Comments and Proposed Intervention
CG/S3 Decrease in the level of crime across the Mayor's Office for Policing And Crime set of crimes	<p>The upward pressure on the volume of offences has been mainly driven by the higher rate of Violence with Injury Offences. This trend is London-wide and linked to changes in reporting and recording practices. It should be noted that Barnet has the 4th lowest rate of violent crime per 1000 population out of all 32 London boroughs and that the rate of violent crime in Barnet is 29% lower than the London average. Additionally for overall crime Barnet has the 7th lowest rate of total crime out of all 32 London boroughs (a rate 24% lower London average).</p> <p><b>Actions being taken:</b></p> <ul style="list-style-type: none"> <li>• Operation Maxilla targeting crime and burglary hotspot areas to reduce crime with police patrols.</li> <li>• The multi-agency Integrated Offender Management Team is working with repeat prolific offenders to change their offending behaviour and reduce reoffending.</li> <li>• Drugs and Alcohol misuse programs are working with offenders where substance misuse contributes to</li> </ul>

Ref and title	Comments and Proposed Intervention
	<p>offending, resulting in reduced re-offending rates. Multi-agency problem solving work to tackle crime and ASB hotspot areas with problem solving measures.</p>
<p>CG/S7 Spend (total net spend per head)</p>	<p>The Council has set the target to be high performing and low cost. In terms of cost, our target is to be in the lowest 25% of councils in terms of spend per head when compared with similar councils. This comparison is based on a sample of 16 comparable boroughs – our statistical neighbours. Barnet is marginally above the lower quartile.</p>
<p>CG/S15 Performance of services</p>	<p>Barnet has stretching ambition for all services to perform above average. Performance increased to 77% of comparable services performing above benchmark. The indicators that are below benchmark are: percentage of land with unacceptable levels of detritus or levels of fly posting; collection of business rates; proportion of carers receiving services per head of population; proportions of adults with learning disabilities who live in their own home or with their family; the percentage of children in need achieving key stage 4 or above in reading, writing and maths; robbery, dwelling burglary, and theft of/from a motor vehicle crime rate per 1,000 population.</p> <p>To address challenges, officers are developing a Carers' Strategy for consideration by Policy and Resources Committee; plans to increase employment opportunities for those with learning disabilities; focusing on the increased prioritisation of business rates (to prioritise via the CSG contract review); and developing a borough cleansing framework to target resources to the greatest areas of need.</p>
<p>CG/S17 Number of older people who take up leisure services – participation of over 45s</p>	<p>As the target KPI is a % of the total live membership, it is effected by increases amongst the 0-44 age group. As such a decreased % may not indicate a decline in actual live members within the target age group. The way in which we specifically target 45+ participants is through agendas such as:</p> <ul style="list-style-type: none"> <li>• Concessionary pay and play and pre-paid prices for 55+</li> <li>• Club, which is a targeted membership and product range exclusively for customers 55+. Services include access to club lounge (Copthall), 55+ group fitness classes, social events, gym and swim.</li> <li>• Easyline gym equipment (Copthall) targeted to older gym users.</li> <li>• - A Sport and Community Participation plan exists, which specifically outlines how the partnership will target engagement of older adults i.e. outreach at older people's services, Health Walks, hosting an event to celebrate UK Day for Older people and links to Silver Sundays.</li> </ul>

### 3. Commissioning Intentions

Theme committees have agreed the Commissioning Intentions for the Council up to 2020. The tables below provide an update on the progress based on the work undertaken – commitments – delivered within the Commissioning Group. Progress by Delivery

Units will be reported in their individual performance reports. Overall progress against Commissioning Intentions will be reported to theme Committees on an annual basis.

In addition, we have provided a short table reporting on key actions held by the Commissioning Group in achieving our 'delivery' commitments within the Council's annual plan ('One Plan').

### 3.1 Overview of progress against Commissioning Intentions

RAG ratings					No. of Commissioning Intentions
Green – Met	Green Amber - delayed, Low Impact	Red Amber - delayed, Medium Impact	Red - Risk of Not Delivering Or High Impact	Not Rated (Not due or N/A)	
15% (5)	79% (26)	6% (2)	0% (0)	0	33

### 3.2 Commissioning Intentions

RAG	Description
Green	Commitment Met
Green Amber	Commitment delayed, Low Impact
Red Amber	Commitment delayed, Medium Impact
Red	Risk of Not Delivering Or High Impact

#### ***Adults and Safeguarding Committee***

Commissioning Intention	RAG	Commentary
<b>For all adults with disabilities</b>		
Establish a new 0-25 disabilities service	<b>Green Amber</b>	Phase 1 – to establish an integrated social care disability service for children and young people aged 0-25 was completed on 1 October. The team is now co-located and reporting into Family Services. Extensive work has been undertaken to agree the budget for the new 0-25 service (signed off at the November Board meeting), including Big Lottery Funding for development of a Social Impact Bond (SIB), which will help to deliver improved outcomes and financial sustainability. A revised schedule for Phase 2 - to implement new ways of working to improve service user outcomes and improve the management of demand will be agreed at the January Board meeting.
Increase the supply and take-up of supported living and independent housing opportunities	<b>Green Amber</b>	An accommodation strategy for vulnerable adults is in development and the projected need across client groups has been produced. Barnet is leading WLA collaborative commissioning for supporting living and residential care. Market shaping work will be scheduled in Q1 2016/17 to facilitate market engagement in a new accommodation offer.
Develop a more creative and cost effective review and support planning and process and ensure this considers how equipment and technology can increase independence	<b>Green Amber</b>	Project to pilot new approach with 250 people has been scoped, with a focus on residential and supported living. Working on commercial approach to implement.

Commissioning Intention	RAG	Commentary
Commission high quality flexible specialist home support services including personal assistants	<b>Green Amber</b>	Procurement process for home and community support and enablement is going to plan. Evaluation is currently underway. Provider has been appointed for PA matching service and will be commencing in February 2016.
<b>Adults with a learning disability</b>		
Develop the employment support offer for adults with learning disabilities and ensure there are sufficient employment opportunities available	<b>Green Amber</b>	The Mencap Bright Futures contract is in place and recruitment to the employment stream has been established. Uptake is meeting expectations. Work to develop job opportunities through suppliers will commence in Q4.
<b>Working age adults with physical disabilities or sensory impairments and older people</b>		
Commission an integrated health and social care service for those with long-term conditions; and to test and implement an Integrated Locality Team model	<b>Green Amber</b>	Barnet Integrated Living Team will be expanded to the rest of the borough in April 2016. A revised risk assessment tool and Health Champions and Every Count Counts interventions will go out to tender in January 2016. A revised approach to supporting individuals to manage long-term conditions has been adopted. This incorporates the risk assessment, which will be rolled out in Q1 2016/17.
<b>Older People: enjoying life, living well</b>		
Implementation of Better Care Fund	<b>Green</b>	Better Care Fund Section 75 schedules were signed by CCG in December 2015. Discussions on the allocation of funding for 2016/17 and 2017-2020 are scheduled for January and February 2016.
To increase social networks and community connections	<b>Green Amber</b>	The integrated neighbourhood offer for older people continues to perform well. A review of activity has shown we are performing above expected levels. Geographic coverage has been extended and uptake from all communities remains good. Scheduled activities for 2016-2017 are being developed.
<b>Other</b>		
Ensure the voice of people who use adult social care and carers contributes to the design and delivery of services	<b>Green Amber</b>	The Health and Wellbeing Strategy was agreed at the November Health and Wellbeing Board. A workshop with partners to confirm implementation timescales for key actions and agree key enablers was held in December 2015. The implementation plan will be considered/agreed at the January Health and Wellbeing Board.



## Children, Education and Libraries Committee

Commissioning Intention	RAG	Commentary
<b>Develop services to support children with disabilities, high needs and CAMHS</b>		
<p>New CAMHS service that invests in prevention and early intervention *</p> <p><i>*Revised Commitment</i></p>	<b>Green</b>	<p>The Joint Commissioning Unit submitted a proposal to the National CAMHS Transformation Programme in early October 2015. Over the next few months the JCU will be engaging with partners in Barnet to ensure that plans evolve with a wide range of stakeholder input and help Barnet develop gold standard CAMHS services.</p> <p>An initial delivery plan is in development with identification of key programme milestones, outputs and outcomes for 2016/17.</p> <p>The CAMHS Transformation Plan outlines our initial priorities and actions for the next five years and encompasses a wide range of priorities from perinatal mental health to transition services. The overarching priorities for CAMHS is to improve access for young people with mental health issues, supporting them at the right time and in the right place with the long-term aim to reduce the number of children and young people requiring CAMHS by 2020.</p>
<p><u>There is a sufficient supply of school places where they are needed through to 2019/20 and beyond</u></p> <p>Review and roll forward plans for expansion in primary school places</p>	<b>Green</b>	<p>The Children, Education, Libraries and Safeguarding Committee considered and approved a report setting out the strategy for meeting new school places from 2016/17 to 2019/20. This included an assessment of the capital requirements, which will be considered as part of the council's budget setting process. The delivery of the capital programme is overseen by the Education Capital Board and current projects include new primary provision at London Academy and the Wren Academy and expansions at Monkfrith and St Joseph's primary schools.</p>
<p>Develop and consult on secondary school expansion programme 2016-2020</p>	<b>Green</b>	<p>The CELS Committee approved a report setting out the strategy for meeting secondary school places from 2016/17 to 2019/20. This included an assessment of the capital requirements which will be considered as part of the council's budget setting process. Current developments include proposals for expanding existing secondary schools (e.g. St Mary's and St Johns and St James) and the potential for new secondary free schools in the borough (e.g. Ark Free School).</p>

## Environment Committee

Commissioning Intention	RAG	Commentary
<b>Waste and Recycling</b>		
Reuse, recycle or compost 50% of all household waste by 2020.	<b>Red Amber</b>	<p>Recycling and composting levels are below target. The estimated outturn for 2015/16 is 37.95% based on Q1 to Q3 figures.</p> <p>A waste action plan to increase the recycling rate has been agreed by November Environment Committee,. The draft recycling and waste strategy was presented to January Environment Committee and will be subject to eight weeks public consultation</p>
Provide waste services to local businesses that are cost effective and that allows them to manage their waste sustainably	<b>Green Amber</b>	<p>A commissioning proposal for the future of commercial waste services will be presented to March Environment Committee, along with a report on environmental enforcement, including business waste.</p> <p>The March reports will include a business case proposal for the commercial waste service and timescales for implementation.</p>
Alternative delivery model contributing to £5.9m per annum savings by 2019/20 whilst improving performance and overall quality	<b>Red Amber</b>	<p>The strategic business case for scoping and selecting an Alternative Delivery Model for Streetscene services has been developed and is awaiting approval. Once approved an outline business case will be developed for approval by June Environment Committee</p>
Encourage residents to change behaviours in relation to waste	<b>Green Amber</b>	<p>Current projects underway, with the first wave completed</p> <ul style="list-style-type: none"> <li>- Citizens' Panel survey to understand barriers to participation</li> <li>- Participation and food bin usage monitoring</li> <li>- Pilots of 6 intervention in 6 roads for 8 weeks during September/October</li> <li>- Letter to residents offering free food waste caddy liners at their local library</li> <li>- Letter to residents with a delivery of free liners</li> <li>- Letter to residents explaining where liners are available to purchase</li> <li>- Stickers on top of residual waste bin and leaflet to residents offering larger outside food waste containers</li> <li>- Stickers on top of residual waste bin and specific leaflet with information on what happens to recycling</li> <li>- Generic leaflet alone, for a control group</li> <li>- Christmas recycling messages and waste minimisation messages</li> <li>- New food waste panels on vehicles</li> </ul>

Commissioning Intention	RAG	Commentary
<p><u>Encourage residents to change behaviours in relation to waste</u></p> <p>Agree incentives arrangements for waste reduction based on learning from WLA recycling behaviour change projects for roll out in Quarter 4</p>	<b>Green Amber</b>	The first wave of trials and initial analysis have been completed. Results suggest that further analysis and information gathering would be useful for some of the most successful trials before a significant roll-out is implemented. This will take place in Q4.
<b>Parks &amp; Open Spaces</b>		
Work with partners to secure investment in new public spaces; consultation on PAOS and preparation for implementation	<b>Green Amber</b>	<p>There are a number of significant projects that are funded through s106 funding. However funding from external bodies from Heritage Lottery Fund will only be possible on the completion of the Parks and Open Spaces Strategy.</p> <p>The draft Parks and Open Spaces strategy was presented to January Environment Committee. It is now out for eight weeks public consultation. The final strategy will be presented to May Environment Committee.</p>
Build stronger local communities by promoting volunteering and other forms of community engagement	<b>Green Amber</b>	The draft Parks and Open Spaces strategy was presented to January Environment Committee and is now out for eight weeks public consultation. Implementation of the Strategy design will lead to increased numbers. The final strategy will be presented to May Environment Committee.
Compile pitch assessments	<b>Green Amber</b>	This element of work is now under the Playing Pitch Strategy. Commissioning of this strategy commenced in December 2015.
Manage and maintain parks and open spaces that support healthy living and contribute to building a thriving local economy	<b>Green Amber</b>	The draft Parks and Open Spaces strategy was presented to January Environment Committee and is now out for eight weeks public consultation. The final strategy will be presented to May Environment Committee. The draft strategy focuses on the economic benefits that well managed parks can bring.
Management Approval of new events policy	<b>Green Amber</b>	The events in parks policy will be reviewed in 2016 as part of the Parks and Open Spaces strategy implementation.
PAOS strategy to scope opportunities for income generation	<b>Green</b>	The draft Parks and Open Spaces strategy was presented to January Environment Committee and is now out for eight weeks public consultation. The final strategy will be presented to May Environment Committee. Scoping opportunities for income generation will support 2018/19 savings, and as such

Commissioning Intention	RAG	Commentary
		this is still on target if completed in 2016/17.
Relevant and targeted enforcement that promotes prevention of forms of anti-social behaviour	<b>Green Amber</b>	Officers are continuing to work on delivering a draft Enforcement Strategy that looks across ASB, regulatory services and environment enforcement. It is anticipated that individual policy documents relevant to specific enforcement areas will feed into an overarching Enforcement Strategy.
Review effectiveness of current [new powers], policies and procedures		A report will be presented to March Environment Committee with details of enhanced environment enforcement that can be carried out in the borough.
<b>Street Cleansing</b>		
Relevant and targeted enforcement that promotes prevention of forms of anti-social behaviour	<b>Green Amber</b>	Officers are continuing to work on delivering a draft Enforcement Strategy that looks across ASB, regulatory services and environment enforcement. It is anticipated that individual policy documents relevant to specific enforcement areas will feed in to an overarching Enforcement Strategy.
		A report will be presented to March Environment Committee with details of enhanced environment enforcement that can be carried out in the borough.

### **Housing Committee**

Commissioning Intention	RAG	Commentary
<b>Increasing housing supply and delivery of affordable housing</b>		
Increasing the supply of new homes	<b>Green Amber</b>	The Housing Strategy and Housing Commissioning Plan were agreed in October 2015 and provide the framework for increasing the supply of housing within the borough.
New homes that will meet the needs of Barnet's households	<b>Green Amber</b>	The Housing Strategy and Housing Commissioning Plan were agreed in October 2015. Good progress is being made with the council's regeneration programme and delivery of new homes on council owned land.
Delivering homes that people can afford	<b>Green Amber</b>	The Housing Strategy and Housing Commissioning Plan were agreed in October 2015. Barnet Homes are set to complete 40 new council homes for rent during Q4.
<b>Council Housing and housing needs services and tackling homelessness</b>		

Commissioning Intention	RAG	Commentary
Reducing homelessness and the use of Temporary Accommodation	<b>Green Amber</b>	Actions to contain and reduce the cost of homelessness and the use of temporary accommodation have been agreed with Barnet Homes. These include increasing the number of people housed directly into the private rented sector and increased resources for preventing homelessness.
<b>Sustain quality in the Private Rented Sector</b>		
Supporting good landlords in the Private Rented Sector and Intervening where necessary	<b>Green Amber</b>	Consultation on proposals for an extended scheme of licensing Houses in Multiple Occupation has been completed, and proposals for implementation of the scheme are due to be considered by February Housing Committee..
<b>Providing suitable housing to support vulnerable people</b>		
Providing sustainable housing options for children leaving care	<b>Green Amber</b>	Our current performance shows that 94% of care leavers are in suitable accommodation as defined by Ofsted descriptors. This is one of the highest percentiles nationally. The challenge for Barnet is that some young people are being placed out of Barnet due to lack of suitable housing stock available in the borough. This needs to improve so Barnet Care Leavers are able to live in the borough.
Providing sustainable housing options for people with mental health needs	<b>Green Amber</b>	The accommodation strategy for vulnerable adults is being developed. Needs mapping has been completed and best practice benchmarking undertaken. Residential and supported living procurement collaborative established with West London Alliance. This will help us to increase the number of units available for supported and extra care living.

### **Public Health**

Public Health is commissioned and delivered through the joint work with Harrow Council. Please see the Public Health report for an update on progress.

## Assets, Regeneration and Growth

Commissioning Intention	RAG	Commentary
<b>Growth and Regeneration</b>		
Successful regeneration	<b>Green Amber</b>	<p>Key obstacles impacting projects/programmes have been resolved: the CPO for West Hendon was confirmed by the Secretary of State and the project can now progress; the detail and contracts regarding the £56 million loan from central government to Genesis to facilitate the next phase of Grahame Park has been agreed and Genesis should be able to draw down on the loan this January; a draft SPD for Grahame Park has been submitted to committee to define the next key phase of the scheme; resolution on the technical elements of the Colindale road junction works has taken place that will enable this project to move forward; a business case for the health provision of the area is also being developed. The Thameslink and Regeneration BXC business cases have been submitted to committee.</p> <p>At the end of Q3 for the current estate delivery phases, 95% of all residents have been decanted from Phase 3a West Hendon, 98% of all residents have been decanted from phase 2 Dollis Valley and all residents from all phases have been decanted from Stonegrove.</p> <p>A major recruitment drive has taken place to improve the Strategic Planning and Regeneration team.</p> <p>Skills Employment and Training has been particularly active with the Brent Cross Retail Job Shop winning 'Exceptional Retailer Support 2015' award from Brent Cross management team; the WorkFinder Project has moved 9 hard to reach Barnet residents into employment since the start of the project in April 2015; a total of 22 apprenticeship starts have been confirmed for 2015; the Grahame Park Employment and Training Strategy and Action Plan has commenced delivery.</p>
Thriving town centres	<b>Green Amber</b>	<p>The "Town Centre Offer" is in final draft form and is being tested with an aim to commence in Q4. Detailed design work for Burnt Oak place-based pilot has been completed with works to commence in early 2016. Finchley Church End Town Centre/place-based Strategy will be commissioned in January 2016.</p> <p>Outcome of Finchley Church End Regeneration Fund Bid (c.£1m plus 100% match) has been pushed back to January 2016 by the GLA.</p>

Commissioning Intention	RAG	Commentary
<b>Barnet Plan</b>		
Development of and sign off of Strategic Outline Case for Adults Alternative Delivery Model	<b>Green</b>	The Strategic Outline Case for the Alternative Delivery Model was approved by November Adults and Safeguarding Committee The proposed new operating model outlined in the Strategic Outline Case will be subject to public consultation, which is scheduled to start in March 2016.
Procurement process initiated for the selecting a leisure management provider.	<b>Green</b>	The procurement process has been initiated with a Prior Information Notice (PIN) having been published in December 2015.
Multi-agency Health and Well-Being Strategy developed based on JSNA for consultation	<b>Green</b>	The Joint Health and Wellbeing Strategy (2015-2020) - developed in partnership with the CCG, providers, voluntary and community sector organisations as well as residents - was signed off by the November Health and Wellbeing Board. The implementation plan will go to the January Health and Wellbeing Board for approval.
Thameslink station fully funded business and delivery strategy agreed.	<b>Green</b>	The full business case for the Thameslink project was submitted to DfT on 23 December and DfT sign-off is expected for February 2016.
Benefits realisation framework for Regeneration programme agreed by ARG and partners and applied across all regeneration schemes	<b>Green Amber</b>	SCB received a draft benefits realisation framework including baseline data. This will be tested with a broader group of stakeholders before being adopted and will be incorporated into the Annual Regeneration Report for March ARG.
Joint Venture Company with Argent Related established to lead regeneration of BX / Cricklewood South	<b>Green</b>	The draft Regeneration business case was submitted on the 29 December with the final full Regeneration business case to be submitted on 22 January to DCLG. DCLG/ Treasury decision is expected in early March 2016. There are ongoing discussions progressing the legal documentation and this will be going to March ARG for approval. 3 officers have been appointed as JV directors - Cath Shaw, Stephen McDonald and Anisa Darr. The Member shareholder panel was agreed in principle by ARG and will be going to March full council for approval.
Moreton Close – Extra Care Housing	<b>Green Amber</b>	This project will deliver a brand new extra care housing scheme in Mill Hill. The outcome of the tendering process will be reported to March Policy and Resources Committee, and construction is expected to start in Q1 2016/17. The scheme is scheduled to be completed by November 2017.

Commissioning Intention	RAG	Commentary
<i>New drug and alcohol service is implemented to improve treatment outcomes and reduce substance abuse related harm.</i>	<b>Green Amber</b>	As a result of a recent procurement process, the Barnet Substance Misuse Service Treatment and Recovery pathway will incorporate the IBA provision (from Quarter 3 2015/16 onwards). The new provider (Westminster Drug Project) will be required to deliver IBAs in A&E departments, pharmacies, the criminal justice service and other community venues.  This same Substance Misuse service will deliver a new substance misuse treatment and recovery pathway through one main provider. The treatment element of the new service will focus on early intervention and harm minimisation. The recovery element will provide tailored group interventions across substances.
Planning application for Development Pipeline Tranche 1 sites submitted	<b>Red Amber</b>	The planning application for phase 1 (3 sites) was submitted on 5 <sup>th</sup> January (for Planning Committee consideration in February). The planning application for phase 2 (2 sites) is due to be submitted in early February (for Planning Committee consideration in March).
10 year Housing Strategy agreed together with Heads of Terms for 10 year Management Agreement with Barnet Homes	<b>Green</b>	Heads of Terms for the 10 year management agreement were agreed at June Housing Committee. The Housing Strategy was agreed by October Council.
<b>Delivery</b>		
Organisational Development Strategy signed off to inform mid-year performance reviews.	<b>Green</b>	The Organisational Development Strategy has been signed off by SCB and an action plan is in place.
Business Planning process agreed and started	<b>Green</b>	The business planning process is in place, with the draft budget subject to consultation. The Corporate Plan and Management Agreement updates are underway
Customer Access Strategy	<b>Green</b>	The draft Customer Access Strategy was approved by December Policy and Resources Committee and public consultation launched on 18 January for eight weeks. Later this year, a final strategy and business case for implementing the strategy will go to Policy and Resources Committee
Planning application for new Barnet Council HQ in Colindale submitted	<b>Green</b>	This was submitted and Planning Committee approved the application on 1 October 2015.
<b><u>N/A Commitments</u></b>		
Office Consolidation to enable release of NLBP building 4 completed	<b>Green</b>	Office consolidation was completed in October 2015.



Commissioning Intention	RAG	Commentary
Place based commissioning approach agreed for roll out on Locality during quarters 3 and 4	<b>Green</b>	The approach was agreed by SCB, leads are in place and insight reports have been provided to Area Committees.
New Unified Reward framework agreed for implementation	<b>Green</b>	A pay and benefits package is subject to consultation with the Trade Unions in January 2016.

Below is a RAG status table of lower level 'organisational' Barnet Plan Commitments that have been updated in Q3.

RAG ratings				No. of Commissioning Intentions
Green - Met	Green Amber - delayed, Low Impact	Red Amber - delayed, Medium Impact	Red - Risk of Not Delivering Or High Impact	
<b>76% (13)</b>	<b>18% (3)</b>	<b>6% (1)</b>	<b>0% (0)</b>	<b>17</b>

## 4. Financial

### 4.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
Finance	1,709	1,120	1,131	11		1.0%
Commercial	1,224	1,163	1,203	40		3.5%
Commissioning Group	636	-	-	-		0.0%
Adults and Health	1,001	1,258	1,236	(22)	Under spend relates to vacant post.	-1.8%
Communications	638	674	629	(45)		-6.7%
Commissioning Strategy	405	240	224	(16)		-6.6%
Children & Young people	76	365	324	(41)	Under spend due to part year vacancy.	-11.4%
Environment	1,923	12,690	12,681	(9)	Net under spend relates to over spend on staffing and contract savings.	-0.1%
Growth & Development	0	309	311	2		0.7%
Information Management	797	880	907	27	Over spend mainly due to staffing.	3.1%
Programme & Resources	691	782	864	83	Over spend mainly on staffing netted against reduced expenditure in supplies and services.	10.6%
Strategic Commissioning Board	705	768	738	(29)	Under spend on staffing and supplies and services	-3.8%
<b>Total</b>	<b>9,806</b>	<b>20,249</b>	<b>20,249</b>	<b>(0)</b>		<b>0.0%</b>

### 4.2 Capital

	2015/16 Budget (including all slippages)	Additions/ (Deletions)	(Slippage) / Accelerated Spend	Proposed 2015/16 Budget	Spend to date (as per Integra)	Forecast to year-end	Variance from Approved Budget	% slippage of 2015/16 Budget (including OT & Q1 Adjustments)
		£000	£000	£000	£000	£000	£000	%
Commissioning Group	32,176	0	(1,025)	31,151	3,497	31,151	(1,025)	-3%
<b>Commissioning Group</b>	<b>32,176</b>	<b>0</b>	<b>(1,025)</b>	<b>31,151</b>	<b>3,497</b>	<b>31,151</b>	<b>(1,025)</b>	<b>-3%</b>

## 5. Risk

The risk register lists those risks rated as 12 and above

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:

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

### Risk Commentary for Delivery Unit:

The report highlights our current risk and their respective impact to the Council. On Corporate level, we have seven risks showing as either a high or medium risk.

These risks if not monitored properly would have a negative impact and can result to financial loss.

Structures and actions are in place to mitigate service risks and control it impact.

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		
ST0094 – Financial Failure to engage with NLWA re-procurement results in a further failure to deliver long term disposal resources.	Likely 4	Moderate 3	Medium High 12	Procurement has changed in scale since original assessment of risk. Procurement now to deliver new facility at Edmonton Streetscene work with Eunomia completed and reported to Board and Members. Action plan to be developed Risk reviewed monthly at Streetscene BAU meeting.	Treat	Quarterly	Possible 3	Major 4	Medium High 12

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p>ST0090 – Health and Safety Failure to fully consider health and safety when commissioning services - There is a risk if significant H&amp;S issues are not considered at the concept stage and the viability of a proposed commission not assessed.</p> <p>That risk mitigation strategies aren't produced for the subsequent stages of commissioning.</p>	Possible 3	Major 4	Medium high 12	<ul style="list-style-type: none"> <li>H&amp;S templates and guidance in Corporate Project Management Toolkit</li> <li>Council H&amp;S Policy delegates duties and provides guidance</li> <li>Tender &amp; PQQ H&amp;S questionnaires and evaluation</li> <li>Some 'sign off' by Head of SHaW for significant commissions at concept stage</li> <li>Construction projects have legal requirement to consider H&amp;S at planning and subsequent delivery stages</li> </ul>	Treat	Quarterly	Unlikely 2	Major 4	Medium High 8
<p>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.</p>	Possible 3	Major 4	Medium High 12	<p>Preventative: The Entrepreneurial Barnet Board focuses 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 Welfare Reforms and the transition for those moving onto Universal Credit. Actions to manage housing supply in appropriate way.</p> <p>Detective: Performance indicators in place to monitor impact on housing and social care demand. Analysis of new welfare reforms being undertaken by Capita Insight.</p>	Treat	Quarterly	Possible 3	Moderate 3	Medium High 9

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
ST0082 – Financial The capital programme funds delivery of capital projects to ensure that resources are managed more effectively to deliver outcomes set by Committees.	Possible 3	Major 4	Medium High 12	Control in place via annual Capital Needs Analysis seeking bids and proposals from Commissioners to set priorities for the programme.  Delivery controls in place via Education Capital Programme Board. The Assets and Capital Board has set terms of references, designed to oversee key phases of the capital project lifecycle.  Capital programme reporting to SCB and Committee (P&CM) each quarter.	Treat	Quarterly	Possible 3	Minor 2	Medium Low 6
ST0081 - Compliance There is a risk that the Council will not be able to secure and operate from an alternative site for the Mill Hill Depot by December 2016.	Possible 3	Major 4	Medium High 12	The depot relocation project mitigates these risks via tight project management controls. Application to be considered by Planning Committee in October 2015. Further proposals for Greenspaces service points to be developed by project team and report to Committee before December 2016.	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
ST0073 – Reputational The benefits of the commissioning model, specifically improvement of outcomes for local people, are not achieved.	Possible 3	Major 4	Medium High 12	<p>Five year corporate plan and commissioning strategies agreed in 2015 setting outcomes to be achieved for residents. Strengthened commissioning capacity developed for LBB to deliver these plans in place from April 2015, consolidating commissioning capacity under leadership of five Commissioning Directors.</p> <p>SCOT classification for projects, contracts and performance indicators agreed to determine accountabilities between commissioning and delivery units underpinned by revised schemes of delegation, management agreements and the transformation programme.</p> <p>However, work still needs to be done to develop organisational capacity and capability to implement at scale effective demand management interventions, link communications activities to change projects and key areas of concern from resident perceptions survey and develop locality based commissioning approaches. Specific interventions are in place to help develop this capacity.</p>	Treat	Quarterly	Unlikely 2	Major 4	Medium High 8

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p>ST0068 – Business Continuity</p> <p>The benefits of the commissioning model, specifically the delivery of better outcomes for local people, are not achieved.</p>	Possible 3	Major 4	Medium High 12	<p>The five-year Corporate Plan and Commissioning Plans are updated by thematic Committees each year; with reviews via annual reports. Management Agreements and contracts are reset each year to deliver the required outcomes and targets.</p> <p>Strengthened commissioning capacity developed for LBB to deliver these plans in place from April 2015. SCOT classification for projects, contracts and performance indicators agreed to determine accountabilities between commissioning and delivery units underpinned by revised schemes of delegation, Management Agreements and the transformation programme.</p> <p>However, work still needs to be done to develop organisational capability to implement effective demand management interventions, link communications activities to change projects and key areas of concern from resident perceptions survey. Specific interventions are in place to help develop this capacity.</p>	Treat	Quarterly	Unlikely 2	Moderate 3	Medium Low 6
<p><b>NEW RISK</b></p> <p><b>Reputational:</b> The council fails to meet customer and member expectations and its own customer care standards in terms of customer service quality and efficiency, damaging trust in the council</p>	Moderate 3	Almost Certain 5	High 15	<ul style="list-style-type: none"> <li>• CSWG meets every 4 weeks to cover customer performance</li> <li>• CSG reports performance monthly</li> <li>• Every quarter all DU performance for customers is reported to Delivery Board and PCMC</li> <li>• CSG is concluding its CS Improvement programme</li> <li>• Customer Access Strategy will address systemic changes required</li> </ul>	Treat	Quarterly	Moderate 3	Unlikely 2	Medium Low 6

## Appendix A

Performance indicators which have met or exceeded their target.

<b>Ref</b>	<b>Indicator description</b> <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	<b>Type of indicator</b>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous Result</b> <i>Previous result from the most relevant period</i>	<b>Target Achievement level expected</b>	<b>Numerator and Denominator</b> <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	<b>Result</b> <i>Most recent result of the indicator measurement</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>Direction of Travel</b> <i>An assessment of whether performance has improved since the previous results</i>	<b>Benchmarking</b> <i>How performance compared to other councils</i>
CG/S4	Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area	Strategic	Oct-Dec 2015	72.0%	68.0%	N/A	64.0%	5.9%	Worsening	N/A
CG/S5	Percentage of residents who report feeling they belong to their neighbourhood	Strategic	Oct-Dec 2015	78.0%	74.0%	N/A	73.0%	1.4%	Same	National 2014/15 (Community Life Survey?) 72%
CG/S11	Percentage of residents who are satisfied with the repair of roads	Strategic	Oct-Dec 2015	28%	34%	N/A	35%	3.1%	Improving	London Autumn 2014 41%
CG/S12	Percentage of residents who are satisfied with the quality of pavements	Strategic	Oct-Dec 2015	27%	34%	N/A	35%	2.3%	Improving	No comparable information available
CG/S14	Percentage of residents who are satisfied with the way the Council runs things	Strategic	Oct-Dec 2015	71%	72%	N/A	74%	2.8%	Improving	National Data from LGA Survey June 2015 - 67%



<b>Ref</b>	<b>Indicator description</b> <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	<b>Type of indicator</b>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous Result</b> <i>Previous result from the most relevant period</i>	<b>Target</b> <i>Achievement level expected</i>	<b>Numerator and Denominator</b> <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	<b>Result</b> <i>Most recent result of the indicator measurement</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>Direction of Travel</b> <i>An assessment of whether performance has improved since the previous results</i>	<b>Benchmarking</b> <i>How performance compared to other councils</i>
CG/S16	Percentage of residents who are satisfied with Barnet as a place to live	Strategic	Oct-Dec 2015	1	1	N/A	1	1.1%	Same	National Data from LGA Survey June 2015 - 82%