

Commissioning Group– 2013/14

1.1 DELIVERY UNIT DASHBOARD

Revenue budget projected year end variance £000	Capital actual variance £000	Corporate Plan Performance	Management Agreement
247	13,747	1	-

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements	Key Challenges	Actions required
<p>The Commissioning Group are leading on various streams within the Priorities and Spending Review through providing advisory capacity on capital needs, efficiencies and transformation. A structured approach has been implemented to assess capital needs up to 2020 which will enable the council to allocate resources for capital projects more efficiently.</p>	<p>The interim Commercial structure made a significant contribution to the anticipated revenue overspend. The legal challenge against the outsourcing of CSG and Re resulted in a temporary team to manage contracts.</p> <p>With the launch of CSG in September and Re in October, the commercial team are tasked with establishing strong relationships between client and provider, to deliver the benefits set out in the contracts and value for residents and the Council.</p>	<p>In August 2013 both contracts were signed as a result of the Judicial Review ruling in favour of the outsource. A new director of Commercial has been appointed and steps are now being taken to recruit permanent staff.</p> <p>Contract managers will develop a close working relationship at all levels, ensure the governance structure is adhered to and actions are taken on a joint basis. By working collaboratively, the client and provider will share information, experience and skills to develop new ways of working and identify business improvement.</p>
<p>During quarter 2, the council's major transformation projects came to a conclusion with the launch of CSG (formerly NSCSO) and the council's joint venture DRS (known as Re from October 1). All critical activities were accomplished ahead of service commencement resulting in a successful 'go live' date. Additionally, stakeholder engagement was kept central to mobilisation throughout this</p>	<p>The relocation of the Mill Hill depot by 2016 is a long term challenge for the council with the risk of a suitable location not being obtained on time.</p>	<p>A project team has been set up to mitigate the risk of new site not being found on time. Current activity includes the submission of a planning application for Pinkham Way, and a feasibility study for Claremont Way</p>

period.

The council's Information Management Strategy was approved this quarter incorporating Barnet's vision to improve our approach to information and data management internally to benefit our customers externally. Notably, Barnet Council were awarded with a £43,800 grant for a 'Barnet Data Store' by Open Data breakthrough fund. With this money the Information Management team will work with software developers to design and deploy a data portal which will be tailored to users' (both residents and businesses) and staff needs.

In quarter 2 the council submitted its Public Services Network (PSN) Code of Connection. In line with the "zero tolerance" approach to compliance adopted by the PSN Authority, the submission was rejected while we resolve a small number of outstanding issues shown on our most recent IT Health Check.

A corrective action plan was implemented and the second submission made resulting in PSN code of conduct being accepted in October.

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

During quarter 2 13/14, the Commissioning group launched the Priorities and Spending Review. Workshops were held to aid in the development of efficiency ideas across the council and Delivery Units presented ideas and further advisory capacity was provided to identify any gaps in savings that may be made and ways for ensuring value for money.

The transition to the Commissioning Council was successfully completed with the outsource of two major contracts; CSG and Re Limited. The commercial team will manage the partnership with the service providers by ensuring that all parties are accountable, collaborate and co-operate, and focus on achieving the best value.

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	Sept 13-Oct 13	88%	90%	1,385/1,599	86.6%	3.8%	▼ 1.6%	National: 82% Very or Fairly Satisfied (LGA, Polling on resident satisfaction with councils, April 2013) Survey of Londoners results available in quarter 3.

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
5002	Increase business satisfaction with Barnet as a place to do business	Annual Indicators expected to report in Q3 and Q4.							
5003	Support business survival in the borough with 1.5 per cent increase in new businesses created and decrease of net loss by 50 units								

*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.

Fieldwork for the resident's perception survey took place from the 28th August to the 13th October 2013. Although there was a small decline of 1.6% of residents satisfied with their local area as a place to live, this change is not statistically significant, and as such cannot be confident there has been no change in residents' perception on this measure. Nationally, this measure experienced the same decline and Barnet remains 1% above the national average. However there is a statistically significant variation from the target. In quarter 3, regional comparative data will be available from the Survey of Londoners results which will give a comparison of how the rest of London has perceived their area as a place to live.

2.2 Interventions & Escalations

CPI NO and title	Comments and Proposed Intervention
5001 Increase residents' satisfaction with their local area as a place to live	Level 1: No intervention requested.

3. BUSINESS PLANNING

3.1 How is the Delivery Unit achieving against its Business Plan

The overall council performance for complaints responded to on time in quarter 2 2013-14 is 73%, missing the target of 80%. This was largely contributed to by DRS (Re) who responded to under 60% of complaints within the timescales. The council received the majority of complaints

on domestic waste issues and highways & maintenance (72 and 71 respectively). The information management team will work with Delivery Units in quarter 3 to implement an action plan to manage complaints more effectively (Intervention Level 2).

Response times to FOIs remained high in quarter 2, with over 99% being responded to on time.

4. RESOURCES AND VALUE FOR MONEY

4.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q2 forecast	Variation		
	£000	£000	£000	£000		
Commissioning Group	2,465	1,571	1,527	(44)	Interim structure due to judicial review. Steps are now being taken to recruit permanent staff.	-2.8%
Commercial	537	765	1,040	275		35.9%
Deputy Chief Operating Officer	3,995	4,686	4,685	(1)	No significant variances	0.0%
Commissioning Strategy	317	438	455	17		3.9%
Total	7,314	7,460	7,707	247		3.3%

4.2 Capital

	2013/14 Latest Approved Budget	Additions/ (Deletions) - Quarter 2	(Slippage) / Accelerated Spend - Quarter 2	2013/14 Budget (including Quarter 2)	Forecast to year end	Variance from Approved Budget	% slippage of 2013/14 Approved Budget
	£000	£000	£000	£000	£000	£000	%
Commissioning Group	4,608	17,100	(3,353)	18,355	18,355	13,747	-73%
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5. OVERVIEW OF DELIVERY UNIT

5.1 Managing the business

In quarter 2, work was undertaken with Delivery Unit managers and the HR business partner to ensure that the workforce structure was accurate for reporting purposes. Sickness for the rolling year is significantly higher than the council's target of 6 days with an average of 9.8 days per employee. This is an ongoing issue throughout the council (7.7 average days lost per employee).

Taking into consideration the change to the council structure, the average sickness absence days for the year to date for current employees is 5.1 days and 1.06 days excluding long term sickness cases (April 2013 to September 2013). This figure is based on the average number of days lost to sickness since the Commissioning Group was launched and the number of FTE employees as at September 2013. This gives an indication that the rolling year average for Commissioning Group will be approximately 10 days including long term sickness absence and 2 days excluding long term sickness absence.

5.2 Change projects

Project	Outturn	Direction of Travel	Commentary
Priorities and Spending Review	Green	N/A	Preparation for workshops was successful. Initial draft of proformas initiated.
One Barnet wave 2 projects: NSCSO and DRS	Status of projects reported to One Barnet Programmes Board.		
Information Management	Green	N/A	Information Management Strategy circulated to Delivery Units. Breakdown of key activities have been identified.

5.3. Risk Overview

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

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

Risk Commentary for Delivery Unit:

During quarter 2, extensive risk assessments were carried out throughout the Commissioning Group to ensure that risks were captured accurately and reflect the new structure. A small proportion of current activities within the Group were rated as high risk. The appropriate actions are being carried out to mitigate the likelihood of these becoming issues. Senior managers will closely monitor these risks in project boards and management team meetings to ensure control actions being taken.

This quarter a risk around sufficient levels of resident engagement was identified at Strategic Commissioning Board level. Commissioning Group are leading on ensuring residents feed into consultations and ensuring equalities are embedded in policy and business planning.

Risk ST0072 was dealt with a corrective action plan and the PSN code of conduct was accepted in October.

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		
ST0072 Loss of Information management compliance with PSN - resulting in loss of GCSx mail, DWP access and access to other PSN supplied services through disconnection from PSN (which would be enacted late September)	Major 4	Almost Certain 5	High 20	IT Health Check has taken place and report received 24 July. A number of critical and high risks raised - corrective action plan meeting held 25 July. Next IT Health Check to take place mid August. Must submit by early September to keep connection.	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8
ST0081 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, and a feasibility study for Claremont 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
ST0070 The process for delivery of the Council's approach to meeting the medium to longer term budget gap does not meet its objectives	Catastrophic 5	Possible 3	High 15	A project framework has been established with a detailed timetable, actions assigned to relevant officers, and relevant reporting through delivery unit directors, commissioners and SCB Priorities and Spending Review activities are being implemented to identify efficiency savings across Internal DUs	Treat	Quarterly	Catastrophic 5	Unlikely 2	Medium High 10
ST0068 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. Key performance officers have been supported through training and support activities to participate in the performance cycle.	Treat	Quarterly	Moderate 3	Unlikely 2	Medium Low 6
ST0069 BUSINESS CONTINUTIY. Barnet does not have a strategic approach to Business Continuity - while Delivery Units have BC plans (to varying degrees), there is no corporate approach to Business Continuity. We	Major 4	Possible 3	Medium High 12	BC at a strategic level has now been allocated to the Information Management function. A gap analysis has now been produced in the form of a PID for improvement - to be taken forward. To be discussed in tandem with Capita in their plans for Disaster	Treat	Quarterly	Moderate 3	Possible 3	Medium High 9

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
therefore lack an up to date impact assessment, plan or understanding of our mitigations in the event of a BC event which would require us to evacuate Barnet buildings.				Recovery.					
ST0073 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
ST0074 Developing and maintaining an intelligent client capability or the ability of the Council to pro-actively manage outsourced relationship based on a thorough understanding of the overall end-to-end process.	Major 4	Possible 3	Medium High 12	Preventative: Chief Operating team set up to retain key areas on client side. A multi-disciplinary team with specific knowledge in areas being outsourced i.e. Commercial, Strategy, Programmes and Resources, Finance, Information Management, Performance. Enabled to maintain an appropriate level of client intelligence to ensure that an adequate service management approach can compliment the management of the contract. A knowledge capture approach is being implemented should the transfer occur through retained intelligent resource. Detective:	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
				At Commissioning Board, monitor the effectiveness, shape and form of the intelligent client capability as the requirement alters throughout the life-cycle of the outsource.					
ST0077 Clear accountabilities not being defined and insufficient arrangements for delegating responsibilities within the Commissioning Group could result in inappropriate governance	Moderate 3	Likely 4	Medium High 12	The current scheme of delegation is being reviewed and established	Treat	Quarterly	Moderate 3	Unlikely 2	Medium Low 6
ST0082 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	<p>The capital programme for 2012/13 reported significant slippage, though was not found to have delayed project delivery.</p> <p>Financial monitoring is undertaken monthly with quarterly reporting to Cabinet during the development and delivery phases. Monitoring of the delivery of projects takes places through a capital programme report (monthly and quarterly) and quarterly review of the delivery of all projects.</p> <p>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.</p> <p>A new Capital Needs Assessment process – with stronger profiling and</p>	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		
				challenge activity is underway for 2013/14 to strengthen profiling and give a firm foundation for future years.					

5.4 Equalities

Equalities description (see below)	Comments and Proposed Intervention
85% of residents agree that people from different backgrounds get on well together in Barnet (target +2% from 2012/13 baseline) analysed by protected characteristics	<p>Intervention Level 1 (no intervention required)</p> <p>Overall the percentage of residents surveyed who agree that people from different backgrounds get on well together has improved by 1 percentage point since 2012, this is 2 percentage points lower than the target for 2013.</p> <p>The variations in perceptions include;</p> <ul style="list-style-type: none"> respondents in the 35 to 44 age group responded more positively than in 2012 fewer respondents in the 55 – 64 age group and residents with a limiting long term illness or disability agree that different groups get along, with a respective 5 and 4 percentage point drop since 2012 <p>The Residents Perception Survey takes place bi-annually however it will be important to draw on other available data sources to understand how well different groups are getting along in the meantime, for example through gathering information from partners at the Communities Together Network.</p>
47% of residents feel the council doesn't do enough for people like me analysed by protected characteristics (target is ensure this percentage does not increase)	<p>Intervention Level 1 (no intervention required)</p> <p>51% of residents feel that the council doesn't do enough for people like them. This continues the recent downwards trend in perception; with a 4 percentage point decrease when compared to 2012 and a 9 percentage point downturn since 2011. Respondent with a limiting long term illness or disability responded even more negatively with a 14 percentage point downturn compared with 2012.</p> <ul style="list-style-type: none"> Whilst this measure has fluctuated over the years, this suggests that perceptions are worsening. More detailed analysis of this measure in the past suggested that people tend to answer this question from the perspective of personal experience, rather than the perspective of their community. Evidence from follow up focus groups about the factors people consider when answering this question suggest that the key drivers of a negative response were a poor experience of customer care. In particular focus group members mentioned the lack of a response to a

- query or poor feedback by the council on issues or complaints made by residents. They didn't make reference to any particular demographic group.
- It will be important to draw on other available data sources to understand the perception that the council doesn't do enough for people. It is important that the council understands the cumulative impact of the current climate on different groups, for example austerity, the rising cost of living and changes in public service provision. The February 2014 budget report will include a cumulative equality impact assessment of the budget and we will continue to consider equality impact assessments of key decisions.

85% of residents agree that people from different backgrounds get on well together in Barnet (target +2% from 2012/13 baseline) analysed by protected characteristics

	2012	Agree	Responses	Variation from overall figures
	%	%	Number	%
Overall	83	84	1587	
35 to 44	88	90	221	+6
55 to 64	83*	78	185	-6
By LLTI- limiting illness/ disability	77	73	164	-11
*Note: Last year's results did not return as statistically significant				

47% of residents feel the council doesn't do enough for people like me analysed by protected characteristics (target is ensure this percentage does not increase)

	2012	A great deal/to some extent	Responses	Variation from overall figures
	%	%	Number	%
Overall	47	51	1589	
By LLTI- limiting illness/ disability	46*	60	162	+9
*Note: Last year's results did not return as statistically significant				

5.5. Customer Experience

Customer Experience data will be reported in quarter 3.