

Commissioning Group – Q2 2015/16

1. SUMMARY

1.1 DELIVERY UNIT DASHBOARD

| Financial | |
|--|-------------------------|
| Projected year-end revenue budget variance | Capital actual variance |
| (69) | (5,484) |

| | Performance | Commissioning Intentions |
|-------------------|-------------|--------------------------|
| Green rated | 0% (0) | 47% (22) |
| Green Amber rated | 50% (2) | 49% (23) |
| Red Amber rated | 0% (0) | 4% (2) |
| Red rated | 50% (2) | 0% (0) |

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top Achievements

Progress on a number of larger projects during Quarter 2 – final dialogue stage for Education and Skills, Colindale Accommodation OBC and planning application, Community Asset Strategy, consultation on SPA project, and completing the vast majority of moves required to exit North London Business Park Building 4.

Development of a detailed People and OD Strategy and action plan to prepare the organisation to adapt and improve to meet the challenges and opportunities of the future.

Significant effort focussed on commissioning for outcomes in the western part of Barnet, including the development of the Youth Zone project for Burnt Oak, the launch of Burnt Oak Opportunities Support Team to encourage people who long-term unemployed into work and continuation of the jobs task force.

| Key Challenges | Actions required |
|--|--|
| <p>1. Ensuring that high standards of customer experience are embedded within our current operations, addressing known areas for improvement – Members Enquiries, web services, increasing resolution at first point. Developing a longer-term Customer Access Strategy for Policy and Resources Committee, with an implementation plan to deliver longer-term improvement.</p> | <p>Action plan to improve web experience; and completing action plan to improve Members’ Enquiries service. Detailed Customer Access Strategy with a high-level implementation plan.</p> |
| <p>2. Supporting thematic Committees to develop further budget options during Quarter 3, with a draft budget to be presented to Policy and Resources Committee on 16 December – taking into account the additional savings anticipated from the Government’s Spending Review. This includes developing enhanced options to manage demand, and using this to develop future projects and service changes.</p> | <p>Develop proposals for each thematic Committee meeting (November), and proposed approach to embed demand management work in our service planning processes. Ensuring that existing in-year financial recovery plans are being effectively delivered – reporting progress to November P&CM Committee. For key projects, developing detailed change and communication plans.</p> |
| <p>3. During Quarter 3, Commissioning Group will be focussed on developing a number of strategies to report back to thematic Committees, - including the Housing Strategy, Borough Cleanliness, Waste Strategy and Customer Access Strategy</p> | <p>Continue develop of strategies to report to Committee at agreed points in time.</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 |
| Strategic | 0 | 2 | 0 | 2 | 4 | 2 | 2 | 3 | 1 |
| Critical | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Overall | 0% (0) | 50% (2) | 0% (0) | 50% (2) | 100% (4) | N/A | | | |

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 MOPAC set of crimes | Strategic | July-Sept 2015 | 23% | 20% | N/A | 19% | 5.0% | Worsening | |
| CG/S7 | Spend (total net spend per head) | Strategic | July-Sept 2015 | | £1214 | N/A | £1272 | 4.7% | New indicator | Provisional data. Target lowest 25% of comparable b |
| CG/S8 | Residents' long-term sickness | Strategic | July-Sept 2015 | 5600 | 5460 | N/A | 5800 | 6.2% | Worsening | Nomis web (Apr 2014-Mar 2015): Barnet 8.8%, London 16.1% |
| CG/S15 | Performance of services | Strategic | July-Sept 2015 | 83% | 100% | 19/26 | 73% | 26.9% | Worsening | |

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

| Ref and title | Comments and Proposed Intervention |
|--|--|
| <p>CG/S3 Decrease in the level of crime across the Mayor's Office for Policing And Crime set of crimes</p> | <p>The decrease in the level of crime has fallen by 4 percentage points on the good Quarter 1 performance. It is 1 percentage point below target. Quarter 3 performance will give us a stronger idea of our performance trend going forward.</p> |
| <p>CG/S7 Spend (total net spend per head)</p> | <p>Target to be in lowest 25% spend, by 2020. Barnet is 8th out of our CIPFA group of 16 comparable boroughs. Of the authorities spending less per head than us, Bromley is the closest in size of population with 324,600 residents compared to Barnet's 383,100. Bromley have spend per head of £989.</p> |
| <p>CG/S8 Residents' long-term sickness</p> | <p>This indicator has worsened by 4% between Q1 and Q2.</p> <ul style="list-style-type: none"> - There is a 12 month lag in reporting of long term sickness levels. It is proposed that it is reported as a "monitor" indicator quarterly, while recognising the long-term objective set through the Corporate Plan. - Long term sickness is a key measure of strategic demand management, and is influenced via Entrepreneurial Barnet's strategic objective of "A Healthier Workforce". Ownership of a range of actions is with the Public Health Team, but is also relevant to a wide range of other policy agendas (e.g. mental health, welfare reform, reablement etc.). - Public Health will be asked to bring a plan to a future Entrepreneurial Barnet Board setting out a broad approach to reducing Long Term sickness in the borough and will feed back to SCB once agreed, (by no later than March 2016). |
| <p>CG/S15 Performance of services</p> | <p>Our target is to have all service above average benchmark. The data is one year in arrear. Performance of services has decreased in Q2 from 83% to 73%, with target for all to be above benchmark. In Q2, 19 out of 26 indicators were above average of comparable boroughs across all services. The 7 indicators which are below benchmark are:</p> <ul style="list-style-type: none"> • Residual household waste per household (2013/14) (Kg per household) • Proportion of population aged 16-64 qualified to at least Level 2 or higher (2014) • Care leavers in education, employment or training (2013/14) • Number of days delayed within reporting period - acute and non-acute patients (Jul 2015) • Processing of major planning applications; and planning applications- Quarterly (2014/15 Q4) – though small sample • New business registration rate per 10,000 resident population aged 16 and above (2013) |

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 progress reporting against key actions held by 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) | |
| 47% (22) | 49% (23) | 4% (2) | 0% (0) | 2 | 49 |

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 |
|--|------------------------|--|
| For all adults with disabilities | | |
| <i>Establish a new 0-25 disabilities service</i> | Green Amber | This is being delivered in two phases. Phase 1 (the establishment of an integrated social care disability service for children and young people aged 0-25) on track. Phase 2 sees full implementation of ten new ways of working, to improve service user outcomes and improve the management of demand. Progress on this is delayed, mitigation of this risk being the revised forward plan and resourcing agreement. |
| <i>Increase the supply and take-up of supported living and independent housing opportunities</i> | Green Amber | The accommodation strategy for vulnerable adults is being developed. |
| <i>Develop a more creative and cost effective review and support planning and process and ensure this considers how equipment and technology can increase independence</i> | Green Amber | Initial scoping conversations have been opened to scope out potential applications and scale for LBB. A report back of the progress of this work in December. |
| <i>Stimulate the market to encourage providers to effectively focus on enablement and personal development</i> | Green | As per Market Position Statement, progressing to plan. |
| <i>Commission high quality flexible specialist home support services including personal assistants</i> | Green Amber | Procurement process ongoing to plan. |
| Adults with a learning disability | | |
| <i>Develop the employment support offer for adults with learning disabilities and ensure there are sufficient employment opportunities available</i> | Green Amber | Mencap Bright Futures contract in place. Recruitment to employment stream established and uptake is meeting expectations. |
| Working age adults with physical disabilities or sensory impairments and older people | | |
| <i>Commission an integrated health and social care service for those with long term conditions. Consider alternative models of delivery to ensure best fit.</i> | Green Amber | The CCG have in place a Risk Stratification tool to inform local decision-making and to support Multi-Disciplinary Team working of which LBB Social Workers are a part. Key service elements are in place but further work is required to develop these into integrated models of delivery. |

| Commissioning Intention | RAG | Commentary |
|---|--------------------|--|
| Older People: enjoying life, living well | | |
| <i>Implementation of Better Care Fund</i> | Red Amber | A programme is in place to develop integrated Health and Social Care across the five-tiered model.. The programme addresses how partners will take forward the work to meet the BCF national conditions. The governance arrangements between LBB and the CGG to implement the pooled fund required by the BCF is not yet complete to execute the Section 75 Agreement. |
| <i>To test and implement an Integrated Locality Team model across health & social care</i> | Green Amber | Integrated team is still in pilot phase. The Service (BILT) is being expanded to all GP practices in the West locality. The plan to roll-out to the borough is being developed with partners and is informed by the public health evaluation which took place through August. |
| <i>To increase social networks and community connections</i> | Green Amber | Aging Well Altogether Better is operational in four localities. A business case setting out investment required to roll-out across the borough is being considered. |
| Other | | |
| <i>Ensure the voice of people who use adult social care and carers contributes to the design and delivery of services</i> | Green Amber | <p>Partnership Board and Health and Wellbeing Board Summit was held in July which included consultation on the Joint Health and Wellbeing Strategy. Participants (service users, carers, VCOs) voted on priorities and took part in round table discussions about areas to include in the strategy. Consultation on the draft JHWP Strategy started at the end of the quarter with a presentation at Healthwatch's AGM. The consultation was circulated widely including via LBB comms teams, CommUNITY Barnet, CCG PPGs. The consultation gives residents the opportunity to shape our priorities and actions for 2016 – 2020</p> <p>The Partnership Boards are currently being reviewed to maximise service user and resident engagement. The relationships between the Partnership Boards and HWBB is also being reviewed.</p> <p>Groundwork contract continues to deliver opportunities for residents to be involved in volunteering opportunities and social action.</p> <p>Engagement via CommUNITY Barnet and Groundwork to develop a new database has allowed voluntary sector organisations to input into the design of the database.</p> <p>Through their contract, CommUNITY Barnet have developed Barnet Giving a local funding body, the priorities for the fund have been shaped by residents.</p> |

Children, Education and Libraries Committee

| Commissioning Intention | RAG | Commentary |
|--|-------|---|
| Develop services to support children with disabilities, high needs and CAMHS | | |
| <i>New CAMHS service that invests in prevention and early intervention *</i> *Revised Commitment | N/A | The Council is working with the CCG to establish pooled budget to support commissioning but the provider trust needs to give clearer analysis of spend activity. The DoH has announced the need for a CAMHS transformation plan which set out the future 5 year plans for CAMHS and the needs analysis required. The present provider is being supported by the NHS Trusts so we are challenged in removal of funding but it is a priority now in the CCG commissioning intentions. We are working with Enfield and Haringey to consider a jointly commissioned service with a pooled budget across all the Councils and CCGs. We have shared a CAMHS specification for good practice across the three CCGs and Councils for consideration. |
| New model of delivery for Education and Skills service | | |
| <i>To secure a new delivery model for Education and Skills Service, in partnership with schools</i> | Green | Competitive dialogue drawing to a close. Final tender is due mid October. On track to go live 1 st April 2016. |
| <i>School nursing commissioning arrangements</i> | Green | School Nursing contract commencing September 2015 -2018, awarded to Central London Community Healthcare NHS Trust (CLCH). The contract will be monitored against the service specification. |
| <i>Family Nurse Partnership</i> | Green | £ 150K of the investment to be transferred from NHS England on 1st October. This Partnership is included in the Health Visiting Contract. |

Environment Committee

| Commissioning Intention | RAG | Commentary |
|--|-----------|--|
| Waste and Recycling | | |
| <i>Reuse, recycle or compost 50% of all household waste by 2020.</i> | Red Amber | Recycling and composting levels are below target. The provisional outturn for Quarter 1 of 2015/16 is 39.09% against an in quarter target of 43.70%. A waste action plan to be submitted to the November Environment Committee. Waste strategy is under development. |

| Commissioning Intention | RAG | Commentary |
|--|--------------------|---|
| <i>Minimise the amount of municipal waste being sent to landfill</i> | Green | Progress is on track |
| <i>Provide a waste collection service that is accessible and easy to use, that encourages residents to recycle their waste effectively</i> | Green | Work is currently underway to expand recycling collections to flats, activities to be set out in detail via waste action plan. |
| <i>Provide waste services to local businesses that are cost effective and that allows them to manage their waste sustainably</i> | Green Amber | 8th September 2015 the Commissioning Group Management Team approved an approach to improve waste services to local businesses. The next stage will be to establish this as a commercial waste transformation project. |
| <i>Alternative delivery model contributing to £5.9m per annum savings by 2019/20 whilst improving performance and overall quality</i> | Green | Alternative Delivery Model PID drafted. Project delivery team established. |
| <i>Encourage residents to change behaviours in relation to waste</i> | Green Amber | Current projects underway: <ul style="list-style-type: none"> -Citizens' Panel survey to understand barriers to participation -Participation and food bin usage monitoring -Pilots of 6 intervention in 6 roads for 8 weeks during September/October: -Letter to residents offering free food waste caddy liners at their local library -Letter to residents with a delivery of free liners -Letter to residents explaining where liners are available to purchase -Stickers on top of residual waste bin and leaflet to residents offering larger outside food waste containers -Stickers on top of residual waste bin and specific leaflet with information on what happens to recycling -Generic leaflet alone, for a control group. |
| Parks & Open Spaces | | |
| <i>Work with partners to secure investment in new public spaces</i> | Green Amber | 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. |
| <i>Build stronger local communities by promoting volunteering and other forms of community engagement</i> | Green Amber | Implementation of Parks and Open Spaced Strategy design to lead to increased numbers. |
| Street Cleansing | | |

| Commissioning Intention | RAG | Commentary |
|---|--------------------|---|
| <i>Maintenance of a clean and well-cared for local environment, and public spaces, that enhance local areas and support economic well-being</i> | Green | Progress is on track. First draft of Borough Cleansing strategy to be completed by 31 January 2016. |
| <i>Relevant and targeted enforcement that promotes prevention of forms of anti-social behaviour</i> | Green Amber | 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. |
| Parking | | |
| <i>Contribute to savings</i> | Green | Completing sign off of proposals. |

Housing Committee

| Commissioning Intention | RAG | Commentary |
|---|--------------------|--|
| Increasing housing supply and delivery of affordable housing | | |
| <i>Increasing the supply of new homes</i> | Green Amber | The draft Housing Strategy and draft Housing Commissioning Plan have been updated to reflect the impact of the Summer Budget 2015, and will be considered by the Housing Committee on 19 October 2015. However, performance of the delivery of new homes remains strong. |
| <i>New homes that will meet the needs of Barnet's households</i> | Green Amber | The draft Housing Strategy and draft Housing Commissioning Plan will be considered by the Housing Committee on 19 October 2015. |
| <i>Delivering homes that people can afford</i> | Green Amber | The draft Housing Strategy and draft Housing Commissioning Plan will be considered by the Housing Committee on 19 October 2015. |
| Council Housing and housing needs services and tackling homelessness | | |
| <i>Reducing homelessness and the use of Temporary Accommodation</i> | Green Amber | Plans to contain and reduce rising costs in future years are being developed with Barnet Homes. |
| Sustain quality in the Private Rented Sector | | |
| <i>Supporting good landlords in the Private Rented Sector and Intervening where necessary</i> | Green Amber | Consultation on Houses in Multiple Occupation has been extended to maximise responses. Article 4 on track for implementation from April 2016. |
| Providing suitable housing to support vulnerable people | | |
| <i>Increased supply of alternatives to residential care for vulnerable people</i> | Green | Plans for new extra care scheme on track. |

| Commissioning Intention | RAG | Commentary |
|--|--------------------|--|
| <i>Reduce the number of deaths amongst older people associated with cold weather</i> | N/A | |
| <i>Providing sustainable housing options for children leaving care</i> | Green Amber | Our current performance indicator is 94% of care leavers are in suitable accommodation as defined under the 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. |
| <i>Providing sustainable housing options for people with mental health needs</i> | Green Amber | The accommodation strategy for vulnerable adults is being developed. |

Community Leadership

| Commissioning Intention | RAG | Commentary |
|--|--------------|---|
| Community Safety | | |
| <i>Through leadership of Barnet's SCP provide strategic direction to community safety, impetus to improve / enhance initiatives and services to deliver the Safer Communities Strategy.</i> | Green | On the 25 th September 2015 statutory partners of the SCPB came together for the Community Safety Summit which aimed to further develop the collective leadership and priorities of the partnership with a clear focus on delivering the outcomes set out in Barnet's Community Safety Strategy. |
| <i>Move the CCTV service to a revenue neutral position at the end of the current service, while maintaining the benefits of service.</i> | Green | This is being programmed into the overall budgets for Environment Commissioning budgets. |
| <i>Ensure a co-ordinated partnership approach to address anti-social behaviour which follows a risk based approach.</i> | Green | Community MARAC meetings take place on a regular basis with positive partnership contribution. An update is scheduled at the next CLC Committee meeting which will provide the detail. |
| <i>Establish the Multi-Agency Risk Assessment Conference (MARAC), the Community Trigger and the Community Remedy.</i> | Green | As above. |
| <i>Ensure a co-ordinated partnership approach to address domestic violence (DV) and violence against women and girls (VAWG) with a clear focus on partnership, prevention, protection and provision.</i> | Green | A report was presented providing the updated position to the last CLC meeting. |
| <i>Develop effective working across the Adults and Children's Safeguarding Boards and the Safer</i> | Green | This has been completed in terms of setting out the interfaces between the two boards – the Community Safety Team continues to ensure working |

| Commissioning Intention | RAG | Commentary |
|---|--------------|--|
| <i>Communities Partnership Board.</i> | | across the two boards takes place. The chair of the Safe Guarding Board is a member of the DV Delivery Board. |
| <i>Address the impact crime and antisocial behaviour has on young people in partnership with the Children's Safeguarding Board.</i> | Green | Close working between the Children's Delivery Unit and Community Safety continues, for example the Strategic Lead for Safer Communities sits on the Gangs, Missing and Child Sexual Exploitation Strategic Group, the Local Youth Justice Board. Therefore linking in with updates to the Children's Safe Guarding Board via the Children's Delivery Unit. |
| <i>Ensure a co-ordinated approach to the management of offenders by agreeing a joined up approach across the partnership and the new offender management services delivered through the National Probation Service and the Community Rehabilitation Company</i> | Green | Joint working between Community Safety Team, police, Community Rehabilitation Company and National Probation Service continues – a multi-agency Reducing Re-offending Delivery Group meets bi-monthly to agree and track the partnership approach. |
| <i>Address under-reporting of hate crime, especially where it relates to the most vulnerable groups.</i> | Green | Community Safety Team are working closely with Mind – to refresh the third party reporting scheme in Barnet. |

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 |
|--------------------------------|------------------------|--|
| Growth and Regeneration | | |
| <i>Successful regeneration</i> | Green Amber | With construction having commenced on plot 5 of Grahame Park last month and Block A of Dollis Valley this month the regeneration programme is moving much more firmly into the delivery stage on many phases across the regeneration programme. Current forecasts predict that over the next 3 ½ years the output from these construction phases are expected to deliver annually increasing housing completions. Decanting of residents from estates to be demolished continues at pace |

| Commissioning Intention | RAG | Commentary |
|--|--------------------|---|
| Entrepreneurial Barnet | | |
| <i>Barnet is the best place in London to be a small business</i> | Green | Development of business hub social enterprise led by Re. Leading partnership response to forthcoming area review into further education provision (delivered through Entrepreneurial Barnet). Influence of the sub regional agenda through the WLA. Best Small Business Borough award bid, submitted to the Federation of Small Businesses and London Councils. Currently awaiting the outcome. |
| <i>Thriving town centres</i> | Green Amber | Submitted a joint bid with BSC and MDX for £1m, to the London Regeneration Fund to be matched with an additional £1m in Finchley Church End. Early October will see finalisation of the town centre offer for main district and local town centres. |
| Asset Management | | |
| <i>Reduced cost of office accommodation</i> | Green | Progress is on-track, update of Colindale FBC being developed for ARG in November. |
| <i>Fit for purpose community assets</i> | Green | CAS implementation plan was approved at September ARG. |

Below is a RAG status table of lower level 'organisational' Barnet Plan Commitments that have been updated in Q2.

| 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 | |
| 73% (22) | 23% (7) | 3% (1) | 0% (0) | 30 |

4. Financial

4.1 Revenue

| Description | Variations | | | | Comments | % Variation of revised budget |
|-------------------------------|-----------------|---------------|---------------|-------------|--|-------------------------------|
| | Original Budget | Budget V1 | Q2 Forecast | Variation | | |
| | £000 | £000 | £000 | £000 | | |
| Finance | 1,709 | 1,758 | 1,818 | 60 | increased staffing costs for Estates | 3.4% |
| Commercial | 1,224 | 1,163 | 1,163 | - | | 0.0% |
| Commissioning Group | 636 | - | - | - | | 0.0% |
| Adults and Health | 1,001 | 1,258 | 1,393 | 135 | increased staffing costs | 10.7% |
| Communications | 638 | 649 | 654 | 5 | | 0.8% |
| Commissioning Strategy | 405 | 207 | 207 | - | | 0.0% |
| Children & Young people | 76 | 366 | 323 | (43) | staff vacancies and contract savings | -11.7% |
| Environment | 1,923 | 12,690 | 12,327 | (362) | staff vacancies and contract savings | -2.9% |
| Growth & Development | 0 | 309 | 309 | - | | 0.0% |
| Information Management | 797 | 880 | 973 | 94 | | 10.6% |
| Programme & Resources | 691 | 743 | 814 | 72 | increase staffing as a result of the re-organisation of the area | 9.7% |
| Strategic Commissioning Board | 705 | 768 | 738 | (29) | | -3.8% |
| Total | 9,806 | 20,789 | 20,720 | (69) | | -0.3% |

4.2 Capital

| | 2015/16 Latest Approved Budget | BF Variance at Outturn | Addition/Deletion at Outturn | Additions/ (Deletions) at Quarter 1 | (Slippage) / Accelerated Spend at Quarter 1 | 2015/16 Budget & all adjustments at Outturn and Quarter 1 | Additions/ (Deletions) - Quarter 2 | (Slippage) / Accelerated Spend - Quarter 2 | Proposed 2015/16 Budget | Forecast to year-end | Variance from Approved Budget | % slippage of 2015/16 Approved Budget |
|----------------------------|--------------------------------|------------------------|------------------------------|-------------------------------------|---|---|------------------------------------|--|-------------------------|----------------------|-------------------------------|---------------------------------------|
| | £000 | £000 | £000 | £000 | | £000 | £000 | £000 | £000 | £000 | £000 | % |
| Commissioning Group | 27,868 | 902 | - | 2,911 | (2,992) | 28,688 | 1,500 | (1,820) | 28,368 | 28,368 | 501 | -6.5% |
| Commissioning Group | 27,868 | 902 | - | 2,911 | (2,992) | 28,688 | 1,500 | (1,820) | 28,368 | 28,368 | 501 | -6.5% |

5. Risk

The 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 | | |
|---|---|---------------|----------------------|--|----------------|--------------------------------|--|---------------|--------------------|
| | Major 4 | Possible 3 | Medium High 12 | | | | Moderate 3 | Unlikely 2 | Medium Low 6 |
| <p>ST0068 – BUSINESS PLANNING</p> <p>The benefits of the commissioning model, specifically the delivery of better outcomes for local people, are not achieved.</p> | | | | <p>Five year Corporate Plan, 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 | | | |

| 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 and operate from an alternative site for the Mill Hill Depot by December 2016. | Major 4 | Possible 3 | 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 |
| 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 | 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. Detective: Performance indicators in place to monitor impact on housing demand. Analysis of new welfare reforms being undertaken by Capita Insight. | Treat | Quarterly | Major 3 | Possible 3 | Medium High 9 |
| ST0090 – Health and 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. | Major 4 | Possible 3 | Medium High 12 | 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. Construction projects have legal requirement to consider H&S at planning and subsequent delivery stages. | 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 | | |
|---|---|------------------------|----------------------|--|----------------|--------------------------------|--|---------------|---------------------|
| | Moderate | Likely | Medium High 12 | | | | Major 3 | Possible 3 | Medium High 9 |
| SSC0001 – Financial Failure to engage with NLWA re-procurement results in a further failure to deliver long term disposal resources at an affordable cost. | | | | 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 – regular briefing on Members and finance team are taking place Local Partnerships have been commissioned to undertake an independent review of the procurement process. | Treat | Quarterly | | | |
| NEW RISK Reputational: 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 | Moderate 3 | Almost Certain 5 | High 15 | <ul style="list-style-type: none"> •CSWG meets every 4 weeks to cover customer performance •CSG reports performance monthly •Every quarter all DU performance for customers is reported to Delivery Board and PCMC •CSG is concluding its CS Improvement programme •Customer Access Strategy will address systemic changes required | Treat | Quarterly | Moderate 3 | Unlikely 2 | Medium Low 6 |