

Commissioning Group – Q4/EOY 2016/17

1. SUMMARY

1.1 SERVICE DASHBOARD

Finance	Revenue Budget Variance		Capital Actual Variance				
		0.0%		2,032 (12.1%)			

Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
• Indicators	77% (23)	13% (4)	7% (2)	3% (1)	52% (16)	48% (15)
• Key Actions	55% (18)	39% (13)	3% (1)	3% (1)		

Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased	New
		60% (11)	40% (7)	0% (0)	0% (0)	16	1

1.2 KEY SUCCESSES AND CHALLENGES

Key Successes

The first year of the strategic partnership with Cambridge Education (CE) has been successful. The services transitioned smoothly, the governance structure for the partnership has been established and audited and Cambridge Education's business plan follows on from the 100 day review process.

The Community Asset Strategy and 'One Public Estate' programmes have been seeking opportunities to rationalise and make best use of the estate. The operational property portfolio is being reviewed; proposals for surplus/underutilised sites are being developed; and a compliance inspection programme is nearing completion.

As part of the Entrepreneurial Barnet programme, 56 apprentices have been employed by development partners; 50 apprenticeship opportunities have been created through Section 106 agreements; more than 300 local businesses have engaged in various events; 130sqm of affordable workspace has been secured through s106 agreements; and Town Centre Strategies for Burnt Oak, Finchley Church End, Golders Green and Edgware, which look at the physical realm and how to improve accessibility and support community activity, jobs and businesses, have been created or started.

The Communities Together Network has published an annual report and undertaken an evaluation of the Community Participation Strategy, which will be used to inform a refresh for 2017/18. The Barnet Community Directory has been launched, along with a communications campaign to increase community participation in the borough.

Work has continued to formalise joint working across the police and council in terms of responding to cases involving persistent anti-social behaviour, crime, domestic violence and violence against women and girls. Support has been provided through the Victim Support Anti-social Behaviour project to over 70 victims of anti-social behaviour, with over 95% saying that they would recommend the service to others. Domestic Violence (DV) and Violence Against Women and Girls (VAWG) services have been commissioned and a new strategy will be published in 2017.

Key Challenges	Actions Required
The Community Asset Strategy and 'One Public Estate' programmes have been seeking opportunities to rationalise and make best use of the estate.	The operational property portfolio will be reviewed, including proposals for surplus/underutilised sites; and a compliance inspection programme is nearing completion. The strategy implementation is a few months behind schedule.
Planning applications for two leisure centres (Barnet Copthall Leisure Centre and New Barnet Leisure Centre) have been approved with construction starting on site in the summer 2017. However, the combined construction value of the two leisure schemes has increased, resulting in a delay of Stage 3 Costs and RIBA 4 Gateway.	Meetings have taken place to discuss the costs and possible value engineering opportunities. Final cost certainty is not expected until mid-June 2017

1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

HUMAN RESOURCES

Sickness absence

	Average days lost per FTE (rolling 12 months)
Commissioning Group	3.94 days
Overall	7.83 days

* Source: HR Dashboard (average over rolling 12 months)

The Commissioning Group has continued to have low sickness absence at 3.94 days, compared with the average across the council at 7.83 days.

Staffing

	Headcount*
Commissioning Group	187
Overall	1,608

*Excludes vacancies

Source: HR Establishment Pack (average over 3 months)

Agency

	No. of agency staff
Commissioning Group	35
Overall	441

Source: HR Establishment Pack (average over 3 months)

There have been 35 agency staff working across the Commissioning Group on average during January-March 2017.

FINANCE

Finance	Revenue Budget Variance	Capital Actual Variance
	0.0%	2,032 (12.1%)

The Commissioning Group finished the year on budget; although there was a £2.032m variance on the capital budget, which included accelerated spend from the 2017/18 allocation on the Depot relocation project where expenditure had been incurred more quickly than previously thought.

PERFORMANCE

Service Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	77% (23)	13% (4)	7% (2)	3% (1)	52% (16)	48% (15)

42 indicators are reported in Q4/EOY 2016/17. 30 have been given a RAG rating: 77% (23) are “on or above target” and 23% (7) are “below target”. 31 have been given a Direction of Travel (DOT) status: 52% (16) have an “improved/same” DOT and 48% (15) have a “worsened” DOT from the same period last year.

RAG ratings					No. of Actions due this quarter
Green - Met	Green Amber - delayed, Low Impact	Red Amber -delayed, Medium Impact	Red - Risk of Not Delivering Or High Impact	Not Rated (Not due, N/A or TBC)	
55% (18)	39% (13)	3% (1)	3% (1)	0	33

33 key actions are being delivered by the Commissioning Group, as set out in the refreshed Corporate Plan and Commissioning Plans for 2016/17. 55% (18) are on track and 39% (13) are delayed, with low impact.

RISK

Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased	New
	60% (11)	40% (7)	0% (0)	0% (0)	16	1	1

The Commissioning Group has 18 risks. 11 (60%) are Low, 7 (40%) are Medium Low and 17 (85%) and 6 (33%) have been escalated to the Strategic Commissioning Board for review this quarter. No risks scored 15 or above, for publication on the Corporate Risk Register.

2. Finance

2.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
Finance & Resources	740	979	873	(106)		-10.8%
Commercial	1,049	900	946	46	Overspend on the out of hours, agency staff and running costs	5.1%
Adults and Health	1,258	1,282	1,145	(138)	Underspend on vacant posts	-10.7%
Communications	674	638	634	(4)		-0.6%
Commissioning Strategy	441	505	561	56	Base Budget shortfall on staffing costs	11.0%
Children & Young people	443	564	564	-		0.0%
Environment	12,049	12,843	12,833	(9)		-0.1%
Growth & Development	175	193	227	34	Overspend is due to increased staffing costs	17.4%
Information Management	880	921	1,005	84	Overspend due to backfilling of staff on secondment	9.1%
Programme & Resources	810	816	852	36	Costs for additional Trade Union time spent on re-structures and reviews	4.4%
Strategic Commissioning Board	768	559	562	2		0.4%
Total	19,288	20,200	20,200	-		0.0%

2.2 Capital

	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 outturn	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	%	
Commissioning Group	16,820		2,032	18,852	2,032	12.1%	expenditure expected to be incurred in 17/18 has happened earlier than expected on the Depot
Commissioning Group	16,820	-	2,032	18,852	2,032	12.1%	

3. Performance

3.1 Overview of performance for Corporate Plan and Service indicators

	RAG						Long Term Direction of Travel			No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red	Total RAG ratings	Monitor	Improving or the same	Worsening	No Direction of Travel	
CPI	11	1	2	1	15	5	10	9	1	20
SPI	11	2	0	0	13	5	6	4	8	18
MPI	1	1	0	0	2	2	0	2	2	4
Overall	77% (23)	13% (4)	7% (2)	3% (1)	100% (30)	29% (12)	52% (16)	48% (15)		42

Key:

CPI	Corporate Plan Indicator
SPI	Commissioning Plan Indicator
MPI	Management Agreement Indicator
KPI	Contract Performance Indicator

3.2a Indicators

Responsible growth and regeneration (Opportunity)

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
CG/S6 (RPS – Biannual)	Percentage of residents who list affordable housing as a concern	Smaller is Better	Autumn 2016	Monitor	34%	36%	Improving	London 23% (November 2014, Survey of Londoners)	

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
CG/S21	Delivery of 10% affordable homes as wheelchair or accessible units	Bigger is Better	Apr 2016 - Mar 2017	10% of new housing provision	11.5% (3 of 26 units) (G)	New for 2016/17	New for 2016/17	No benchmark available	
CG/S18 (Biennial)	Percentage of respondents very or fairly satisfied with the service provided by their social housing provider (Barnet Homes)	Bigger is Better	Oct 2014 - Dec 2014	81%	79% (G)	81%	Worsening	London average 76% (2013-2016, Housemark) Survey of 19 London Boroughs	
CG/S27	Percentage of total spend with local businesses	Bigger is Better	Apr 2016 - Mar 2017	Monitor	23%	New for 2016/17	New for 2016/17	No benchmark available	
CG/S1	Unemployment (of people on out of work benefits)	Smaller is Better	Oct 2015 - Sept 2016	Monitor	5.2%	6.2%	Improving	London 6.0% National 4.9% (Oct 15 - Sept 16, Nomisweb)	
CG/C26	Barnet council apprenticeships	Bigger is Better	Apr 2016 - Mar 2017	15	15 (G)	New for 2016/17	New for 2016/17	No benchmark available	
CG/C24	Running costs of estate (designated civic buildings only)	Smaller is Better	Apr 2016 - Mar 2017	£4.47m	£5.7m (GA)	New for 2016/17	New for 2016/17	No benchmark available	The overspend relates to the new Mill Hill depot programme (666k), additional security for civic buildings (£387k) and other civic estate miscellaneous costs.

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
CG/C25	Income from the estate	Bigger is Better	Apr 2016 - Mar 2017	£3.37m	£3.72m (G)	New for 2016/17	New for 2016/17	No benchmark available	

Managing demand for services (Fairness)

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
CG/S11 (RPS – Biannual)	Percentage of residents who are satisfied with the repair of roads ¹	Bigger is Better	Autumn 2016	35%	33% (G)	35%	Worsening	London 41% (November 2014, Survey of Londoners)	
CG/S12 (RPS – Biannual)	Percentage of residents who are satisfied with the quality of pavements ¹	Bigger is Better	Autumn 2016	35%	34% (G)	34.7%	Worsening	London 41% (November 2014, Survey of Londoners)	
CG/S17	Number of older people who take up leisure services – participation of over 45s	Bigger is Better	Apr 2016 - Mar 2017	20.4%	22.0% (G)	19.0%	Improving	No benchmark available	
CG/C15 (RPS – Biannual)	Percentage of residents who are concerned about litter/ dirt in streets (in top 3) ¹	Smaller is Better	Autumn 2016	17%	14% (G)	17%	Improving	London 30% (November 2014, Survey of Londoners)	

¹ A representative sample of 500 residents (adults, 18+) from across the London Borough of Barnet. Confidence intervals for a sample of 500 = +/-4.4% (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). London data taken from Survey of Londoners 2014/15 (November 2014) - a representative random sample of approximately 1,000 adults in London. National data taken from LGA public poll on resident satisfaction (October 2016) – a representative random sample of approximately 1,000 British adults polled by telephone once a quarter.

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
CG/C16 (RPS – Biannual)	Percentage of residents who are concerned about roads and pavements (in top 3) ¹	Smaller is Better	Autumn 2016	27%	30% (G)	29%	Worsening	No benchmark available	
CG/C17 (RPS – Biannual)	Percentage of residents who are concerned about traffic congestion ¹	Smaller is Better	Autumn 2016	18%	23% (GA)	26	Improving	London 23% (November 2014, Survey of Londoners)	There has been an increase in the number of major works undertaken and also an increase in the number of regeneration / development work in some parts of the borough which would explain the perception that congestion is increasing.
CG/S28	Increasing participation in sport and physical activity	Bigger is Better	Apr 2016 - Mar 2017	37.9%	40.2% (G)	New for 2016/17	New for 2016/17	No benchmark available	

More resilient communities (Responsibility)

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
CG/S5 (RPS – Annual)	Percentage of residents who report feeling they belong to their local area ¹	Bigger is Better	Autumn 2016	74%	76% (G)	74%	Improving	National 63% (2014/15, Community Life Survey)	

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
CG/S9	Percentage of residents that volunteer at least once a month ¹	Bigger is Better	Spring 2016	29%	23% (RA)	26%	Worsening	No benchmark available	The data will be further explored to understand if there are geographical areas or groups which have seen a particular decline in volunteering.
CG/S10	Percentage of residents who agree that people pull together to help improve their area	Bigger is Better	Spring 2016	53%	52% (G)	52%	Same	National 63% (2014/15, Community Life Survey)	
CG/S16 (RPS – Biannual)	Percentage of residents who are satisfied with Barnet as a place to live ¹	Bigger is Better	Autumn 2016	90%	85% (GA)	88%	Worsening	National 83% (October 2016, LGA Survey)	Resident satisfaction remains high at 85% and above the national average (83%). The drop in satisfaction remains within the 4% point tolerance for a survey of this sample size, so effectively remains on par with the previous year.
CG/C5 (RPS – Biannual)	Percentage of residents who agree that people from different backgrounds get on well together in Barnet. ¹	Bigger is Better	Autumn 2016	85%	81% (G)	84%	Worsening	National 86% (2014/15, Community Life Survey)	

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
CG/C6 (RPS – Biannual)	Percentage of residents who feel that there is not a problem/not a very big problem with people not treating each other with respect and consideration	Bigger is Better	Spring 2016	Remain at or above 78%	81.0% (G)	79.0%	Improving	No benchmark available	
CG/C7 (RPS – Biannual)	Residents responding 'A great deal/To some extent' to question: the council acts on the concerns of local residents	Bigger is Better	Autumn 2016	53%	55% (G)	52%	Improving	No benchmark available	
CG/C8	Number of volunteer-led initiatives such as Adopt a Place up and running	Bigger is Better	Apr 2016 - Mar 2017	25	33 (G)	New for 2016/17	New for 2016/17	No benchmark available	
CG/C9	Number of registered charities registered as suppliers with the council	Bigger is Better	Apr 2016 - Mar 2017	Monitor	216	New for 2016/17	New for 2016/17	No benchmark available	
CG/S3	Level of crime across the Mayor's Office for Policing And Crime set of crimes	Bigger is Better	12 months up to March 2017	20% reduction	21% reduction (G)	17% reduction	Improving	London 18.6% (Apr 2015 – Mar 2016, Mayor's Office for Policing And Crime)	
CG/S4	Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area1	Bigger is Better	Autumn 2016	68%	67% (G)	64%	Improving	No benchmark available	
CG/C2	Number of repeat cases of Domestic Violence to MARAC	Smaller is Better	Apr 2016 - Mar 2017	Monitor	12.8%	13.0%	Improving	No benchmark available	

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
CG/C3	Sanction Detection Rate of 'Domestic Abuse - Violence with Injury' Offences	Bigger is Better	Feb 2016 - Mar 2017	Increase	32.4%	37.7%	Worsening	London 39% (Sep 2015 – Sep 2016, Metropolitan Police.	
CG/C27	Racist & Religious Hate Crime	Smaller is Better	Apr 2016 - Mar 2017	Monitor	717	552	Worsening	No benchmark available	
CG/C4	Proven re-offending rate (Ministry of Justice)	Smaller is Better	Apr 2016 - Mar 2017	Decrease	20.2%	New for 2016/17	New for 2016/17	National 24.4% (Jan-Dec 2014, Ministry of Justice)	

Improving customer services and ensuring transparency

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	EOY 2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
CG/S22	Council Tax collection (Not in year)	Bigger is Better	Apr 2016 - Mar 2017	Monitor	98.5%	98.63%	Worsening	Outer London 96.8% (June 2016, DCLG)	
CG/S23	Business rate collection (Not in year)	Bigger is Better	Apr 2016 - Mar 2017	Monitor	99.1%	98.90%	Improving	Outer London 98.4% (June 2016, DCLG)	
CG/S19 (RPS – Biannual)	Resident Satisfaction - It is easy to access Council services ¹	Bigger is Better	Spring 2016	67%	66% (G)	71%	Worsening	No benchmark available	
CG/S14 (RPS – Biannual)	Percentage of residents who are satisfied with the way the Council runs things ¹	Bigger is Better	Autumn 2016	73%	71% (G)	74%	Worsening	National 68% (LGA Survey, October 2016)	

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	EOY 2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
CG/S24	Overall satisfaction with customer services	Bigger is Better	Apr 2016 - Mar 2017	80%	91% (G)	77%	Improving	No benchmark available	
CG/S25	Satisfaction with the council's website	Bigger is Better	Apr 2016 - Mar 2017	51%	55% (G)	42%	Improving	No benchmark available	
CG/S26	Customer cases that are closed within the agreed timescales	Bigger is Better	Apr 2016 - Mar 2017	90%	86% (RA)	70%	Improving	No benchmark available	Improvement measures are being introduced such as a regular monitoring and review process and sharing resources with other Capita UK teams to meet demand peaks and cover absences.

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	EOY 2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
CG/S15	Performance of services	Bigger is Better	Apr 2016 - Mar 2017	80% above average	71.4% (R)	77.0%	Worsening	No benchmark available	In comparison to other single tier and county councils, Barnet has achieved above benchmarks for 20 out of 28 metrics, across themes including Education, Children's Services, Adults' Services, Housing, Planning and Environment (Regulatory Service).
CG/C19	Percentage of customer service transactions completed via a self-service channel	Bigger is Better	Apr 2016 - Mar 2017	42%	42% (G)	New for 2016/17	New for 2016/17	No benchmark available	
CG/C20 (RPS – Biannual)	Percentage of residents who agree the council provides value for money ¹	Bigger is Better	Autumn 2016	Monitor	51%	52%	Worsening	National 49% (LGA Survey, October 2016)	
CG/C21 (RPS – Biannual)	Percentage of residents who feel the council keeps residents informed ¹	Bigger is Better	Autumn 2016	Monitor	66%	68%	Worsening	National 66% (LGA Survey, October 2016)	
CG/C23	Sickness absence	Smaller is Better	12 months up to March 2017	6 days	7.83 days (GA)	New for 2016/17	New for 2016/17	No benchmark available	Absence figures vary across the council. All services are working proactively to deliver the target.

3.2b Comments and proposed interventions for indicators that have not met target

Ref and title	Comments and Proposed Intervention
<p>CG/C24</p> <p>Running costs of estate (designated civic buildings only)</p>	<p>The overspend relates to the new Mill Hill depot programme (666k), additional security for civic buildings (£387k) and other civic estate miscellaneous costs.</p>
<p>CG/C17</p> <p>Percentage of residents who are concerned about traffic congestion</p>	<p>There has been an increase in the number of major works undertaken and also an increase in the number of regeneration / development work in some parts of the borough, which would explain the perception that congestion is increasing.</p>
<p>CG/S9</p> <p>Percentage of residents that volunteer at least once a month</p>	<p>The data will be further explored to understand if there are geographical areas or groups which have seen a particular decline in volunteering.</p> <p>The Barnet Together communications campaign has sought to encourage and facilitate volunteering in the borough. The Volunteering Barnet service have commissioned Groundwork London to grow our volunteering base, particularly among areas of highest deprivation in the borough (West Hendon, Collindale, Burnt Oak, Strawberry Vale) and those aged 16-25. This data will be analysed by age and geographic area to see if these initiatives have had any impact on volunteering levels in the Borough.</p>
<p>CG/S16</p> <p>Percentage of residents who are satisfied with Barnet as a place to live</p>	<p>Resident satisfaction remains high at 85% and above the national average (83%). The drop in satisfaction remains within the 4% point tolerance for a survey of this sample size, so effectively remains on par with the previous year.</p>
<p>CG/S26</p> <p>Customer cases that are closed within the agreed timescales</p>	<p>Improvement measures are being introduced such as a regular monitoring and review process and sharing resources with other Capita UK teams to meet demand peaks and cover absences.</p> <p>The number of cases closed within SLA timeframes has increased in Q4 to 87%, but remains below the target of 92%. The Customer Service Team has seen improvements in Revenues and Benefits with performance rising from 84% in Q3 to 89% in Q4. Improvement measures implemented in Q4 are paying dividends and need to continue into 2017/18. These include: implementing a regular monitoring and review process; and sharing resources. The CAS closure case rate fell in Q4, from 98% to 91%. Changes to recording and operational processes have been put in place to address this.</p>

Ref and title	Comments and Proposed Intervention
<p>CG/S15 Performance of services</p>	<p>In comparison to other single tier and county councils, Barnet has achieved above benchmarks for 20 out of 28 metrics, across themes including Education, Children’s Services, Adults’ Services, Housing, Planning and Environment (Regulatory Service). The main services which fell below the London mean average were Adults and Children Services. This included the percentage of children becoming the subject of a child protection plan for a second or subsequent time in England; care leavers in suitable accommodation in England; care leavers in education, employment or training in England; and delayed transfers of care from hospital per 100,000 population in England.</p>
<p>CG/C23 Sickness absence</p>	<p>The council has reduced sickness absence to 7.83 days average at the end of Q4. The pay deductions agreed as a part of Unified Reward will become ‘live’ in coming months and will support the downward trend. Performance will continue to be monitored, reported and scrutinised by senior management and where necessary actions put in place.</p>

4. Key Actions

The tables below provide an update on progress in delivering the strategic and commissioning priorities, as set out in the refreshed Corporate Plan and Commissioning Plans for 2016/17.

4.1 Overview of Key Actions

RAG Ratings					No. of Actions due this quarter
Green - Met	Green Amber - delayed, Low Impact	Red Amber -delayed, Medium Impact	Red - Risk of Not Delivering Or High Impact	Not Rated (Not due, N/A or TBC)	
55% (18)	39% (13)	3% (1)	3% (1)	0	33

Key

RAG	Description
Green	Action on track or met
Green Amber	Action delayed, Low Impact
Red Amber	Action delayed, Medium Impact
Red	Risk of Not Delivering Or High Impact

4.2 Progress on Key Actions

The section below outlines the Key Actions that were due to be completed in 2016/17.

Responsible growth and regeneration (Opportunity)

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG01	Building more than 20,000 new homes by 2025 – the most in outer London – across seven major growth and regeneration sites, in particular Colindale and Brent Cross Cricklewood, and more through a pipeline of future brownfield redevelopment (Growth & Development)	Green Amber	<p>The Annual Growth and Regeneration report has been presented to Assets, Regeneration and Growth Committee on 24 April 2017. 1,212 homes have been delivered through the regeneration programme over the year; this includes Colindale where homes have been delivered by private developers and managed through an Area Action Plan planning designation. Excluding Colindale, 615 homes have been delivered through the regeneration programme.</p> <p>During Quarter 4 the West Hendon CPO Public Inquiry has been completed; and the licences to demolish Noel block on Grahame Park have been signed.</p> <p>A number of key challenges remain within the programme, including at Colindale the delivery of highway infrastructure, the Controlled Parking Zone and the development of the tube station.</p>
CG02	Retain, acquire and dispose of assets in order to best support longer term regeneration and growth, taking into account community and social value (Resources)	Green Amber	<p>The Strategic Asset Management Plan review will begin during Quarter1 2017/18. This will include a review of operational assets and the development of an investment estate. Concurrently, proposals for surplus/ underutilised sites are being developed, including car parks. The Community Asset Strategy implementation plan is still underway, albeit with a projected three month delay, as a result of complexities with the use of the Community Benefit Assessment Tool.</p>
CG03	Operational properties will be appropriately located, provide flexible accommodation at appropriate cost, be in good condition and be accessible to all. Overall use of operational space will be reduced to achieve savings as will the running costs of buildings. Efficiencies should also be gained by sharing assets across the public sector (Resources)	Green Amber	<p>Scrutiny of the existing operational property portfolio will take place as part of the Strategic Asset Management Plan (SAMP) review process. This will inform the required size and location of the portfolio, taking into account transformational changes within the Delivery Units. A compliance inspection programme is 80% complete and a proposed preventative maintenance programme for 2017/18 has been presented in draft and is currently being refined. Both the Community Asset Strategy implementation plan and the 'One Public Estate' programmes are seeking opportunities to rationalise and make best use of the estate.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG04	<p>New accommodation for council staff and partners will be developed in the heart of the regeneration area in Grahame Park, Colindale. At the same time, the organisation will adopt more flexible and agile working practises to support improvements in efficiency and effectiveness in the way services are run and where they are run from (Resources)</p>	<p>Green Amber</p>	<p>200 nearby parking spaces have been identified; these will be allocated, with a planning application due to be submitted for 100 permanent car parking spaces at the RAF Museum, and another 80 at Platt Hall. There is also the option of 50 at Morrison's and 49 at a site owned by the council in Avian Crescent.</p> <p>The internal layouts for the ground and first floors need to be revised to enable the success of the 'How We Work' change strategy and layouts for remaining floors are being developed and are due by the 30 June 2017.</p> <p>Construction has begun on the Colindale site; the foundations and the basement are now complete. The office building is underway and staff moves will be finalised by the end of 2018.</p> <p>A new programme director has been recruited and is developing and implementing plans for a new way for working. The budget for new IT tools has been signed off in January 2017, a rollout and a pilot is planned.</p> <p>The programme has been refocused away from a building move into a change programme. The 'How We Work' strategy and plan is in development and rollout will begin with Senior Management Workshops in April 2017.</p>
CG05	<p>All council-commissioned building work meets sustainable design criteria and these buildings are maintained and managed for maximum energy and resource efficiency (Resources)</p>	<p>Green Amber</p>	<p>The aim for the Colindale office is to exceed BREEAM (an independent sustainability evaluation method for commercial buildings) 'very good' and Customer Service Group (CSG) Estates are re-invigorating the RE:FIT programme. This model uses an appointed Energy Services Company (ESCo) to install energy efficiency measures to reduce operating costs, energy consumption and carbon emissions. CSG Estates will re-baseline energy consumption across the entire portfolio so energy reduction initiatives can be developed.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG06	A range of programmes designed to create the conditions for a thriving local labour market so residents are equipped to take advantage of the employment opportunities that growth will bring (Growth & Development)	Green	<p>The Annual Regeneration and Growth Report provides a full round up of activities for Entrepreneurial Barnet. Highlights include delivery of 56 apprenticeships amongst our developer partners. During Quarter 4 a range of activities have been held, including:</p> <ul style="list-style-type: none"> • Apprenticeship Week took place 6-10 March 2017, with partners delivering a range of activities to promote apprenticeship routes. • Entrepreneurial Barnet Competition finals took place on 7 March 2017. All finalists will receive mentoring support. Business ideas included pastoral support for Middlesex University students using an eye catching app, two dance companies and a handwriting course • Re announced the launch of a business offer covering their full range of services for businesses such as a Small Business Advisor, support and assistance with license applications, training, pest monitoring and assistance with planning needs. • Re held a business breakfast in February 2017. The sessions covered how to win business with the council, and business responsibility. <p>The Government's March budget included a skills devolution deal for London, which will give London and the sub-regions more control over skills funding and skills activity.</p>
CG07	Investing in Barnet's town centres, focusing on Burnt Oak and Finchley Church End and making Barnet the best place in London to be a small business by making transactions with the council simpler (Growth & Development)	Green Amber	<p>The "Town Centre Offer" has been published. This will make it easier for local groups to drive forward projects to improve their local area. Investment in town centres has focused on Burnt Oak and the development of proposals for Finchley Church End. Physical improvements in Burnt Oak are underway and a further request for funding has been taken to Assets, Regeneration and Growth Committee on 24 April 2017. Finchley Church End strategy will be presented to Members in early summer following an event for stakeholders in May/ June 2017. The Golders Green Town Centre Strategy is out to tender.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG08	Reinvesting rental income from the borough's social housing to build more affordable homes and bring empty properties back into use; and measures to drive up the quality of the private rented market (Housing)	Green	<p>Barnet Homes have delivered 40 new council homes and have commenced the construction of a new 53-home extra-care scheme in Mill Hill. The Housing Revenue Account (HRA), combined with Right to Buy receipts, has also been used to purchase 16 homes for affordable rent from the open market in London. Barnet Homes have also received HCA approval for the creation of a subsidiary Registered Provider – Opendoor Homes which has now commenced a programme of developing 320 affordable rental units.</p> <p>There are now 244 houses in multiple occupation (HMOs) licensed under the mandatory HMO licensing scheme. Since the extended HMO licencing scheme became operational in July 2016, 127 properties have been licensed. 8 successful prosecutions have been taken for failure to licence and poor management. Support has also been provided for a Rent Repayment Order following a successful prosecution for failure to licence.</p>
CG09	Investing in the borough's leisure facilities to support and encourage active and healthy lifestyles (Adults & Health)	Red Amber	<p>Planning Applications for leisure centres at Barnet Cophall and New Barnet have been approved by the Planning Committee on 25 January 2017. Further surveys and reports to ensure sufficient detail is provided to allow discharge may result in some additional cost pressure. Construction will start on site in the summer 2017.</p>
CG10	Investing in parks and open spaces to put in place better governance, while exploring opportunities for more sustainable funding and using parks as community assets (Environment)	Green	<p>The detailed analysis of the options for future governance in parks, as well as work on natural capital accounting for Barnet, which looks at the positive financial impact of parks and open space in terms of health and social impact, has been completed.</p>

Managing demand for services (Fairness)

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG11	Integration of health and social care to prevent crises and help individuals stay well and in their own homes (Adults & Health)	Green	The Barnet Integrated Locality Team, a key scheme within the Better Care Fund, has been well established across the borough. The team provides community based support to service users and patients who are at risk of an unplanned accident and emergency attendance or unplanned admission into an acute setting within the next 12 months. Along with the Rapid Response service and other key services, including the ageing well programme and the dementia hubs, patients and service users are able to access preventative and supporting services within a community setting. All schemes within the Better Care Fund plan are being reviewed in line with national guidance.
CG12	Working with older people to design and manage services that help them to be more independent (Adults & Health)	Green	<p>Service users and carers have been invited to participate in an Engagement Working Group. Two meetings have taken place and a draft action plan has been developed. The next meeting will take place at the Barnet Dementia Hub in May 2017.</p> <p>Work has been slowed down on the Barnet Dementia Action Alliance, due to delays in the Alzheimer's Society recruiting a Dementia Action Alliance co-ordinator.</p>
CG13	Transforming day care provision to ensure that people remain active and engaged through access to employment and volunteering (Adults & Health)	Green Amber	<p>The remodelling of Your Choice Barnet (YCB) services to increase independence and employment outcomes for service users has continued. Progress on moving individuals to employment and decreasing their reliance on managed services is being monitored through a monthly Oversight Group, which reports into a quarterly YCB Project Board. The strategic commissioning plan for day opportunities (My Time My Choice), which sets out the vision for day opportunity provision for Barnet's working age adult social care clients will go to the Adults Transformation Board for sign-off on the 8 May 2017 and to Adults and Safeguarding Committee on the 2 June 2017.</p> <p>The council will go out to the market in May 2017 for an approved list of providers to deliver 'Day Opportunity' services and 'Intensive Employment' services for working age adult social care clients to be mobilised in July 2017. This will enable people to have greater choice and control of their day; progressing them towards more independence; supporting people to access community provision; and increasing the number of adult social care clients entering and retaining employment.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG14	Increasing size and effectiveness of the in-house foster care service (Children & Young People)	Green	The operating environment continues to be challenging with the council competing with both independent fostering agencies and neighbouring authorities for prospective applicants across a small geographic area. The sector has experienced a fall in numbers of new prospective carers coming forward. The council's fostering brand will continue to be promoted through the new marketing strategy, including fostering campaigns; and back office arrangements have been strengthened to convert enquiries into newly approved carers.
CG15	Working with partners to deliver early interventions for families; and safely reduce the rate of children in care through targeted and specialist interventions (Children & Young People)	Green Amber	<p>The reviews of Early Years', Health Visiting and Youth to develop a 0-19 model have continued this quarter.</p> <p>All the Early Intervention Programme (EIP) project work has been signed off by the Barnet Safeguarding Children Board. The threshold document has been refreshed to incorporate the overarching principles and pathways and these, along with tools such as the menu of interventions, signs of safety and graded care profile, will be officially launched at resilience workshops planned for the end of May 2017.</p> <p>The Families First work has continued to embed across EIP services, with 1,218 families being supported.</p> <p>The number of Common Assessment Frameworks (CAFs) has continued to increase with 935 open CAFs in March 2017. Work to increase CAFs in the Early Years has had a positive effect across children's centres, with 93 CAFs open across the three children's centre localities. Work has continued to increase CAFs initiated through health partners.</p>
CG16	Tackling rising demand for help with housing through work to prevent homelessness, procuring more properties at Local Housing Allowance rates outside London and helping people to access accommodation in the Private Rented Sector (Housing)	Green Amber	<p>Demand for housing has remained high throughout the year, with 4.2% more placements into temporary accommodation compared to 2015/16. However, key mitigation actions have delivered positive year end outcomes such as procurement of 646 private rented units through let2barnet; and 972 homelessness preventions. Further mitigations have commenced in the latter part of the year such as the Housing Acquisitions Programme in and out of London; and the Temporary Accommodation Reduction and Family Exclusion Mediation projects have contributed to a reduction in temporary accommodation numbers.</p> <p>By the end of Quarter 4, the number of households in emergency accommodation had fallen to 149, the lowest number since early 2011; and the overall number of households in temporary accommodation has fallen from 2,941 (2015/16) to 2,757.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG17	Diversifying Barnet's accommodation to ensure that it supports people to live independently via home adaptations and integrated technology – reducing long-term demand for residential care (Housing)	Green	<p>The Moreton Close extra care scheme has progressed, with site setup completed, foundations dug out and piling commencing.</p> <p>Funding has been agreed for the development of an additional two extra care schemes and initial feasibility work is underway. Governance of this workstream is being reviewed and the first Extra Care Housing Board took place in March 2017. The Board agreed an approach and timescales for the development of the two additional extra care schemes and further work on the financial model to be used for these developments.</p> <p>The Adult Accommodation and Support service approved list has been successfully mobilised for the planned 3 April 2017 go-live date and the first two referrals are being processed.</p> <p>The Early Support provider event has been completed and the views of the sector have been reported back to the Early Support Board. There is a draft high level model for investing in early support under discussion.</p>
CG18	Making it easier for businesses and residents in all types of accommodation to recycle, while listening to the their concerns in order to maintain high levels of satisfaction with waste collection services (Environment)	Green	Expansion of recycling systems in flats has continued throughout the year, including the complete phased roll-out of 1100-litre bins; the initial surveying of 50 of the 1,750 sites for bin rebalancing; and a report on the proposed future programme.
CG19	Using new technology to clean the streets more efficiently and make it easier for residents to tell us where to focus our efforts, and keeping them clean through increased use of enforcement against littering and fly-tipping with a particular focus on town centres (Environment)	Green	The Keep Barnet Clean trial started in July 2016 with communications and an education campaign. Enforcement started at the end of July 2016. The trial has gone well to date with a high level of public support for the council and encouragement to tackle behaviour that results in the degradation of the street scene. Over 3,000 fixed penalty notices have been issued as part of the trial. On 15 March 2017 the Committee approved the procurement of a new contract in 2017/18.

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG20	Improving the management of traffic flows and parking across the borough, which will also help to maintain road safety and air quality, and working at regional and national level to improve radial routes for public transport (Environment)	Green	<p>A total of 14 sites went live in January 2017, with five more left to install during the week of 24 April 2017. The Moving Traffic Contraventions will be handed over to Business As Usual during this period and the project will close with a final closed down report being presented to the transformation board on 28 April 2017.</p> <p>The new emissions bands and pricing structure have been implemented and went live on the 5 April 2017 and the system has been working fine, with no reported problems to date.</p>
CG21	Investing in demand management to put all of our statutory services – Health Checks, National Child Measurement Programme, Health Visiting, School Nursing, sexual health (GUM) – on a secure footing for the future (Health & Wellbeing)	Green	The council is proceeding as planned with statutory service provision within the available financial envelope.

Transforming services (Opportunity)

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG22	Best practice social care, focused on what people can do and how they can help themselves (Adults & Health)	Green	<p>By the end of January 2017, 94 staff had completed the strengths-based practice learning programme.</p> <p>A third Care Space hub is in development and will be launched in the summer 2017.</p> <p>The new operating model has had a positive impact. For example, over 20% of Adult Social Care referrals are now met through a Care Space hub appointment instead of a home visit (an increase from 8% in 2015/16).</p> <p>A progress report on implementation of the new operating model and on the development of the two remaining delivery vehicle options has been presented to the Adults and Safeguarding Committee on 6 March 2017. The Committee agreed that a further report would be brought back in September 2017. The NHS shared service option will be explored through a trial of the Primary Care Home approach, which is a type of accountable care model.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG23	High quality social work practices <i>(Children & Young People)</i>	Green	<p>Implementation of the Family Services Practice Improvement Plan (PIP) has been a priority this year; and will be refreshed for the next 12 months. Practice Development Workers have been appointed to support the pace of progress in practice improvements activity; and the Quality Assurance framework has been strengthened with increased audit activity now taking place across the service such as regular and thematic audits, and reviews of practice. The Signs of Safety tool has been used to support social work practice and training has been delivered to staff, including senior managers and partners. Systemic training has been commissioned for leaders to support the overall resilience model and a series of internal workshops will take place to support purposeful practice.</p> <p>The Signs of Safety tool has been used to support social work practice following an evaluation of different tools and frameworks. Training has been delivered to staff, including senior managers and partners.</p> <p>Systemic training has been commissioned for leaders to support the overall resilience model and a series of internal workshops will take place to support purposeful practice.</p>
CG24	Exploring opportunities to develop a social work-led, not-for-profit organisation to provide some services for children and young people <i>(Children & Young People)</i>	Green Amber	<p>An Outline Business Case (OBC) has been developed and will be presented to the Children, Education, Libraries and Safeguarding Committee in the spring 2017. Consultation will then take place on the recommended option(s) before proceeding onto the final stage(s).</p>
CG25	Strategic partnership with Cambridge Education enabling schools to commission services they need and generating income by selling services to more schools and other local authorities <i>(Education & Skills)</i>	Green	<p>The first year of the strategic partnership with Cambridge Education (CE) has been successful. The services transitioned smoothly, the governance structure for the partnership has been established and audited and CE's business plan follows on from the 100 day review process. An example of progress has been the significant improvement in meeting deadlines for completing Education, Health and Care Plans for pupils with Special Educational Needs and Disability (SEND).</p>
CG26	Exploring opportunities to deliver a wide range of frontline services through a variety of business models <i>(Environment)</i>	Red	<p>The Street Scene Alternative Delivery Model (ADM) initial Outline Business Case has been presented to the Environment Committee on 29 September 2016. A public consultation ran between November and January 2017. A Street Scene staff consultation has been run in parallel. The revised Outline Business Case has been presented to Environment Committee on 15 March 2017, with a decision not to proceed with an outsourced or shared service.</p>

More resilient communities (Responsibility)

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG27	Implementing a coordinated package of measures to support community activity, including grant funding, volunteering and use of assets (Strategy, Communication & Customer Services)	Green	An evaluation of the Community Participation Strategy's six workstreams has been started by the Community Participation and Engagement Network (CPEN), including what has worked well/not worked well and where there might be gaps in building a sustainable and resilient Voluntary and Community Service (VCS) and empowered and responsible community-minded residents. The findings from the evaluation, as well as the recommendations for a next phase of the Community Participation Strategy, will be shared with the Community Leadership Committee in November 2017. The CPEN is also consulting on the development of the final deliverables of the Community Participation Strategy - the volunteer policy, volunteer management toolkit and the VCS engagement page on the council website.
CG28	Providing communities with the best possible assets to meet their local needs, investing in modern, flexible, functional space for residents and VCS groups, including 'community hub' facilities in which groups might be co-located (Resources)	Green	The Community Business Case Coach has been working with community groups to calculate their rental subsidies using the Community Benefit Assessment Tool. The proposed new-build Tarling Road Community Centre is scheduled to start in late summer 2017. Section 106 community centres are also being developed at Sweets Way and Chandos Avenue.
CG29	Co-ordinated partnership approach to address persistent anti-social behaviour, crime, domestic violence and violence against women and girls to reduce the impact on victims and communities (Strategy, Communication & Customer Services)	Green	Work has continued to formalise joint working across the police and council in terms of responding to cases involving persistent anti-social behaviour, crime, domestic violence and violence against women and girls. Support has been provided through the Victim Support Anti-social Behaviour project to over 70 victims of anti-social behaviour, with over 95% service saying that they would recommend the service to others. Domestic Violence (DV) and Violence Against Women and Girls (VAWG) services have been commissioned and a new strategy will be published in 2017

Improving customer services and commitment to transparency

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG30	Helping the council become financially sustainable by maximising local sources of revenue (Council Tax and Business Rates) as the grant from Government reduces to zero (Resources)	Green Amber	<p>At the end of Quarter 4, the Council Tax four-year collection rate had been 98.50% against a year-end target of 98.49%.</p> <p>The Business Rates four-year collection rate had been 99.06% against a year-end target of 99%.</p> <p>An additional £4.263m has been collected in Council Tax compared to the same time last year. The forecast net annual collectable Council Tax as at March 2017 is £194.3m - an estimated increase of £3.8m compared to March 2016. The Council Tax four-year collection rate achieved the year-end target. The Business Rate four-year collection rate also achieved its year-end target.</p>
CG31	Improving customer interaction with the council via the web and other self-service channels, making the experience quicker, more efficient and flexible for all (Strategy, Communication & Customer Services)	Green	<p>Web satisfaction has seen an overall 10 percentage point increase this year, placing the site firmly within the top ten rated local authority sites according to the GovMetric customer web satisfaction index. This is partly due to detailed analysis of customer feedback and subsequent re-writing of content and to a more stable IT environment, allowing the site to function as it should.</p> <p>The carers section of the Adult Social Care pages has been re-designed, with page templates and content radically changed to take on board findings from user research. This process is being rolled out across the rest of the Adult Social Care pages on the site, with resident input guiding the process and the work taking place in a series of Agile sprints. The central web team has been testing with older residents in situ at libraries and bowling clubs. Work is being done to test with users of other potentially digitally excluded groups to help co-design the rest of the site.</p> <p>Online direct debit and Council Tax payment forms have been introduced by the Customer Experience team, with widespread use among residents.</p> <p>The Customer Transformation Programme has laid the foundations of a major digital redesign of the site. The first stream has focused on testing the current MyAccount with residents and feeding in their comments to the design of a new MyAccount.</p> <p>SiteMorse software has been procured to test and improve the council sites accessibility rating.</p> <p>The web team has attended two more cross-council local government standards meetings to collaborate across London councils in adopting a clearer and simpler way of creating web content.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG32	Improving the resolution of issues at the first point of contact and satisfaction with services (Strategy, Communication & Customer Services)	Green	Quarter 4 2016/17 has seen further improvement with 79% of contacts being resolved first time. This shows that the actions put in place in Quarter 3 such as closing the staffing gaps, fully training all new staff and a strong focus on reducing the number of follow up calls, continue to drive improvement. The proportion of customers rating their service via telephone, face-to-face or email as 'Good' has increased this quarter to 91%. Satisfaction with the website continues to rise, averaging 55% for the quarter.
CG33	Improving the Open Data Portal, which provides access to a wealth of council data and information online (Strategy, Communication & Customer Services)	Green Amber	<p>Progress this quarter includes:</p> <ul style="list-style-type: none"> • Publication of Tree Preservation Order data – first fully open GIS dataset on portal • Expanded links from portal to provide contextual data from public sector partners – 10 separate publishers now featured on portal. • Expanding suite of parking data to incorporate PCN income, appeals and permits. <p>The portal has reduced the burden of answering Freedom of Information (FOI) requests. 18% of all FOI requests have been answered using published data and information in 2016/17; more than double the 8% recorded in 2015/16. There has also been a 50% reduction in the rate of receipt for requests regarding Business Rates, due to the publication of data.</p>

5. Customer Experience

Customer Experience Description	Comments and Proposed Intervention
Council's Website	There has continued to be an increase in positive ratings for the council's website. The council finished March 2017 on 56.7%, with the average for the quarter being 55%.
FOIs	The corporate standard is 90% of requests met in time. Of the 592 Freedom of Information (FOI) requests received, 568 have been responded to on time (96%). The Commissioning Group had 24 cases overdue (96%).
Complaints	24 complaints have been received during Quarter 4. Of these, 14 were responded to on time (58%); a slight drop in performance from Quarter 3(59%). The Commissioning Group had one overdue complaint, which was later cancelled. End of Year 2016/17. 97 complaints have been received during 2016/17. Of these 55 were responded to on time (57%).
Member Enquiries	Of the 10 Member Enquiries due in Quarter 4, nine have been completed on time (90%). End of Year 2016/17. 83 Member Enquiries have been received, with 59% responded to within the deadline.
Subject Access Requests (SARs)	Of the 21 SARs due in Quarter 4, 15 have been completed on time (71%). This is below the corporate target of 100% and whilst it may appear a disappointing outcome, it is important to note that social care file requests make up 50% of all requests received. These types of requests are often voluminous and complex to deal with and the 40 day statutory deadline is a challenging one to meet. End of Year 2016/17.107 valid SAR requests have been received, with 82% responded to within the statutory deadline. This is a 6% improvement on last year.

6. Risk

The 5 X 5 matrix (heat map) below shows the residual risk assessment (probability and impact scores) for each risk.

Score:		LIKELIHOOD					
		1	2	3	4	5	
		Rare	Unlikely	Possible	Likely	Almost Certain	
IMPACT	5	Catastrophic		1			
	4	Major		4	6		
	3	Moderate		1	4		
	2	Minor		1			1
	1	Negligible					

Risk Commentary:

There are 18 risks on the Commissioning Group risk register. Six of these have been scored 12 and above.

- Overall the risk register is stable with all risks scoring 12 and above rated the 'same' as in Quarter 3.
- Three of the risks scoring 12 and above are 'treat' and three are 'tolerate'. These are set out in the table below.
- Family Services have a new risk FS018 'Non receipt of information or intervention from key partner agencies' which is being addressed by improving links with key partners, joint commissioning of services and a resilience programme in schools.
- One risk relates to business continuity, which scores below 12, but is increasing so it may be added to this report during the next quarter.

The table below lists all risks rated 12 and above.

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
SPPC 004	Breach of confidentiality	Ineffective delivery unit, partnership management and oversight leads to a significant breach of confidentiality and/or loss of personal data resulting in data protection breach, financial cost, reduced service levels to residents and damage to reputation	Head of Information Management	Information Governance	Information Management's framework of policies and specifically data protection toolkit controls this risk. There is effective incident management, and Information Management Governance Groups, as well as Information Commissioners Office (ICO) audits.	4	5	4	3	12	Same	Treat
SPPC 007	Delivery of the Way we Work programme (Smarter Working & office moves)	If the programme is unable to deliver changes to how and where staff work, there may be insufficient adequate office space, resulting in financial consequences, staff recruitment and retention issues and reputational damage.	Director of Resources	Financial	Specialist resource has been brought in to deliver this programme, including a change manager. Officer governance bodies are in place to oversee delivery, and project management methodology is followed. Staff engagement and communications have started with focus on travel planning. There is an agreed scope for what must be delivered to ensure staff are able to change how they work.	4	4	4	3	12	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
SPPC 011	Depot Relocation - Service Disruption	Potential unsuccessful delivery of depot project could lead to inefficient fragmentation of services delivered from depots resulting in service disruption, poor customer satisfaction, financial impact, loss of operating licence, and/ or reputational damage.	Chief Operating Officer	Statutory Duty	There is service representation on governance boards, with regular engagement with senior managers across services, and the detailed requirements are understood. Project management methodology is being utilised, with detailed project plans and risk registers, and we have a contracted delivery partner. Additional resources for coordination of service transition have been agreed. The initial moves are progressing well, such as the Passenger Transport Service, which has moved to North London Business Park (NLBP) and Street Scene services which have moved to the Harrow depot. Construction of the new site at Oakleigh Road is progressing to plan.	5	4	4	3	12	Same	Tolerate

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
SPPC 012	Depot Relocation - Late withdrawal	Potential unsuccessful delivery of the depot project could lead to a late withdrawal from Mill Hill depot resulting in a potential delay of a major income source, financial penalties from site purchasers, reputational damage.	Chief Operating Officer	Financial	A phased exit plan has been agreed with the site purchasers, and we have a contracted delivery partner. Project management methodology is being utilised. First and Second Phase Handovers have been completed successfully, final phase scheduled and agreed for 31 August 2017, project currently on track to deliver on time.	4	5	4	3	12	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
SPPC 014	Inconsistent key messaging and communications approach	Organisational structure means that there is an increased need for stewardship of stakeholders & organisations who can impact on the Council's reputation. Without this the Council could suffer from inconsistent key messaging and communications approach from organisations commissioned under Barnet name, resulting in significant media scrutiny, reduced trust in the Council from residents and Members, confusion in message to key audiences, and reputational damage.	Head of Communications	Staffing & Culture	A new structure and operating model is being embedded to improve relationship management with all parties. Working protocols are being developed with all parties through the development of communication networks and relationship building. Management of all media is directed through the central team. All posts in the Strategic Communications Team have now been recruited to and are building relationships with stakeholders. A council - wide communications forward plan and communication network governance is in place and a programme of stakeholder engagement meetings to increase the understanding of principles and processes of the new operating model across the delivery units has been undertaken.	5	4	4	3	12	Same	Tolerate

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
FS018	Non receipt of information or intervention from key partner agencies	Capacity pressures of delivery on key partners (Police, Health, Education), exacerbated by partners not buying into the vision of the new Barnet model of resilience, could lead to non-receipt of information and/or interventions from key partner agencies, resulting in harm to an individual, reputational damage and/or a financial impact	Director of Children's Services	Statutory Duty	The Children and Young People Plan has been developed and key partnership boards are in place (BSCB, Children's Partnership Board, Health and Wellbeing Board). Joint commissioning relationships are in place with Health. An early intervention strategic group has multi-agency representation. Resilience workshops are being rolled out to the service and partnership. Partners are engaging with Signs of Safety training. A resilience programme is being rolled out in Barnet schools.	4	5	4	3	12	Treat	New

7. Equalities

Equalities Description	Comments and Proposed Intervention
There have been no equalities analyses completed by the Commissioning Group. All equalities analyses relating to the delivery of services have been completed by the relevant Delivery Unit.	

