

## Commissioning Group– Q4 2014/15

### 1.1 DELIVERY UNIT DASHBOARD

Projected Revenue budget variance £000	Capital actual variance £000	Corporate Plan Performance	Management Agreement
0	(902)	n/a	n/a

### 1.2 TOP ACHIEVEMENTS AND ACTIONS

#### Top Achievements

Following the closure of the public consultation, the Council have agreed a **5-year Corporate Plan** underpinned by a **5-year medium term financial strategy**. This sets out the strategic vision of the council to 2020 and has been translated into 5-year Committee Commissioning Plans. A **commissioning capacity** restructure has been carried out, bringing together commissioning resources from across the council into the central commissioning group, to support the implementation of the Commissioning Plans.

The Government's budget 2015 confirmed a **new overground station for Brent Cross**. This is to be funded through a combination of a £97m government grant and ring fencing business rate growth from the expanded shopping centre to pay for the remainder.

The **Customer Gateway**, the council's website, went live on 1 March 2015. This included fewer pages of better written content; a new FAQ function, responsive design that responds to the size of the device, and a new My Account facility to let customers view the status of multiple service accounts, track the status of environmental problems they've reported and conduct their web-based transactions without having to re-enter their personal details.

Key Challenges	Actions required
Work to <b>relocate the depot</b> is progressing. However challenges remain as there are tight timescales to exit Mill Hill Depot.	Planning application and public consultation plans are being developed.
Ensuring that customers trust and <b>use the new web self-service</b> facilities, and that they are developed further to maximise benefits to customers so that likelihood of shifting from telephone and face to face is maximised	<ul style="list-style-type: none"> <li>• Oversee development of marketing campaign via CSG communications lead and external agency The Team, promoting the self-service facilities at all key customer touchpoints, tailoring messages to the different services and customer segments</li> <li>• Rigorous review of web usage data and customer feedback to identify issues preventing channel shift, driven by new CSG Customer Experience Manager</li> <li>• Exploration of channel closure options, to be approved via CIMB</li> <li>• Development of My Account Phase 2 via the Customer Access Strategy</li> <li>• Ongoing work is required to improve management and response to complaints, Members Enquiries and handover from contact centre and resolution in the back office</li> </ul>
The <b>savings</b> required for 2015-16 total £17.269m. Detailed proposals are have been progressed over the last 18months with initiation of work to achieve savings now required across the council.	A programme to support the achievement of savings though detailed monitoring and resourcing has been launched.

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

The long term priorities for the next five years have been agreed by Council through the Corporate Plan for 2015-20, this was agreed in early April 2015, following an 8 week public consultation and review by Policy and Resources Committee in March 2015.

An internal audit of the Information Management Strategy has been completed, receiving a satisfactory rating; this was reported to the Audit Committee in April 2015. The Members' Information Management Policy has been updated and agreed by General Function Committee in March 2015.

## 2. DELIVERING THE CORPORATE PLAN

### 2.1 How the Delivery Unit is performing against its Corporate Plan indicators

No Corporate Plan indicators for Commissioning Group are due during quarter 4.

## 4. RESOURCES AND VALUE FOR MONEY

### 4.1 Revenue

Description	Budget V1	Provisional Outturn	Variation	% Variation of revised budget
	£000	£000	£000	
Commercial	1,229	1,235	6	0.5%
Commissioning Group	639	501	(138)	-21.7%
Commissioning Strategy	406	415	9	2.1%
Communications	895	884	(11)	-1.2%
Finance	1,930	1,971	42	2.2%
Information Management	1,003	1,061	59	5.8%
Programme & Resources	754	776	22	2.9%
Strategic Commissioning Board	904	916	12	1.3%
<b>Total</b>	<b>7,760</b>	<b>7,760</b>	<b>0</b>	<b>0.0%</b>

### 4.2 Capital

	2014/15 Latest Approved Budget	Additions/ (Deletions)	2014/15 Budget (including Quarter 4)	Forecast to year-end	Variance from Approved Budget	% slippage of 2014/15 Approved Budget
	£000	£000	£000	£000	£000	%
Commissioning Group	2,210		2,210	1,308	(902)	-40.8%
<b>Commissioning Group</b>	<b>2,210</b>		<b>2,210</b>	<b>1,308</b>	<b>(902)</b>	<b>-40.8%</b>

## 5. OVERVIEW OF DELIVERY UNIT

### 5.1 Managing the business

Overall in quarter 4 2014/15, Commissioning Group received around a quarter (28%, 139 out of 500) of all of the council's Freedom of Information (FOI) requests due, nine percentage points more than the first quarter of the year. Of the FOIs due within the quarter, Commissioning Group responded to 97% on time compared to 98% in quarter 3. The council average has remained at 98% since quarter 3. The Commissioning Group responded to 100% of Subject Access Requests in time (4 due), compared to 55% across the Council (33 due in total).

The volume of stage 1 complaints across the council rose by 17%, driven by increases for CSG, Barnet Homes and Street Scene, but performance in resolving complaints within the complaints policy timescales also improved to 79%, now just 1 percentage point from the corporate target. No complaints were received by Commissioning Group between January and March 2015.

### 5.2 Change projects

Project	Outturn	Direction of Travel	Commentary
<b>Information Management</b> <i>Implementation of the Information Management Strategy</i>	<b>Green</b>	<b>Same</b>	Internal audit of the strategy has been completed with a satisfactory rating. 80 datasets have now been published on the Council's transparency portal <sup>1</sup> leading to recognition from the Cabinet Office for the transparency work.

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<sup>1</sup> Open.barnet.gov.uk

### 5.3. Risk Overview

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

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

**Risk Commentary for Delivery Unit:**  
 One new risk on communities feeling poorly supported as a result of the high volume of held-over leases.

There have been updates on control actions to the depot relocation risk, project governance and design of capital programmes, delivery of the Corporate Plan and benefits of the Commissioning model. A planning application for Oakleigh road has been submitted for the depot however the relocation remains a high risk; the actions on the delivery of the corporate plan and benefits of the Commissioning model have been updated to reflect sign off of Commissioning Plans by theme committees and sign off of the Corporate Plan up to 2020; Welfare Reform Steering Board was closed following achievement of its core objectives with residual areas of the Welfare Reform agenda being picked up through the partnership Entrepreneurial Barnet Board.

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

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
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 Welfare Reform Steering Board (chaired by Chief Exec) has now closed following achievement of its core objectives/ The Welfare reform agenda will be tackled along with other skills and employment issues through the partnership Entrepreneurial Barnet board chaired by the Director of Commissioning for Growth and	Treat	Quarterly	Moderate 3	Possible 3	Medium High 9

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
				<p>Development. The focus remains on identifying, quantifying and mitigating risk to LBB and partners.</p> <p>Actions include monitoring the joint taskforce with Job Centre Plus (JCP), Barnet Homes and others to support those affected by Benefit Cap, Universal Credit and the Removal of the Spare Room Subsidy.</p> <p>Detective: A cost benefit analysis of joint working has been undertaken and will be reviewed annually. Performance indicators in place to monitor impact on housing.</p>					
ST0068 - Reputational Insufficient capacity, resource and focus to deliver the Council's Corporate Plan and intended service outcomes	Major 4	Possible 3	Medium High 12	<p>To mitigate this risk, the Council has developed a Corporate Plan through to 2020, Management Agreement and a new performance framework. This sets out roles and responsibilities of different services and functions in the reporting cycle, a clear approach to how performance challenges are escalated, and a peer review meeting each quarter.</p> <p>Key performance officers have been supported through training and support activities to participate in the performance cycle.</p> <p>Management Agreements are in place with DUs to escalate challenges and identify resource or delivery challenges.</p>	Treat	Quarterly	Moderate 3	Unlikely 2	Medium Low 6
ST0073 - Reputational The benefits of the commissioning model, specifically improvement of outcomes for local people, are not	Major 4	Possible 3	Medium High 12	<p>Five year commissioning plans have been signed off by all committees setting out the priorities of the commissioning council. Management</p>	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		
	Impact	Probability	Rating				Impact	Probability	Rating
achieved.				Agreements have been developed to measure the outcomes of the commissioning model. Work to enhance the commissioning portfolios was undertaken during quarter 4 with new structures going live on 7 April 2015.					
ST0081 - Compliance There is a risk that the Council will not be able to secure an alternative site for the depot by 2016	Catastrophic 5	Possible 3	High 15	The depot relocation project will mitigate the risk set out. Current activity includes the submission of a planning application for Oakleigh Road in June.	Treat	Quarterly	Catastrophic 5	Unlikely 2	Medium High 10
ST0082 - Financial The capital programme funds delivery of capital projects to ensure that resources are managed more effectively and that they deliver better outcomes. However, weaknesses in project governance, design or deliver result in non-delivery or delayed achievement of projects or priorities.	Major 4	Possible 3	Medium High 12	The Council has a monthly Assets and Capital Board which reviews and recommends the capital programme.  School build projects are subject to review at ECB; and Regen programme at GROB. Both use gateway reviews at key stages of project lifecycle.  Financial monitoring is undertaken monthly with quarterly reporting to P&C during the development and delivery phases. Monitoring of the delivery of projects takes places through a capital programme report (monthly and quarterly) and quarterly review of the delivery of all projects.	Treat	Quarterly	Minor 2	Possible 3	Medium Low 6
ST0085 - Health & Safety Insufficient monitoring of contractors health and safety performance.	Major 4	Possible 3	Medium High 12	Delegation of H&S responsibilities in Corporate H&S Policy 'Performance Reporting and Monitoring', and 'Managing Contractors', arrangements in Corporate H&S policy	Treat	Quarterly	Moderate 3	Unlikely 2	Medium Low 6

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
				Standard H&S contract Clauses Officers delegated to manage contracts					
ST0090 - Health & 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
ST0092 - As a result of the large number of held-over leases, communities may feel let down and poorly supported by the council, which could affect the reputation of the council.	Moderate 3	Almost certain 5	High 15	The CAS is in development and it is provisionally planned to send a generic letter to all those withheld- over leases, explaining that renewals are awaiting publication of the strategy.	Treat	Quarterly	Minor 2	Unlikely 2	Medium Low 4

## 5.4 Equalities

Equalities description	Comments and Proposed Intervention
<b>Strategic Equalities Objective</b>	The Council's Strategic Equalities Objective has been updated setting a watching brief on the work of Delivery Units. As part of the business planning process, Delivery Units are required to monitor against a small suite of indicators to ensure the Council meets in statutory duty for equalities.
<b>Business Planning</b>	Equality Impact Assessments (EIA) have been carried out for all savings projects scheduled for 2015-16. High level EIAs have been carried out for other savings to ensure any known impact is outlined as soon as possible. An annual data profile of customers will be carried out by Delivery Units to ensure they have a clear knowledge of their customers which can be used for accurate EIAs.
<b>Prevent Duty</b>	The Prevent Duty is part of The Counter-Terrorism and Security Act 2015 which received Royal Assent in February 2015. The Prevent Duty requires public bodies to pay due regard to the need to prevent people from being drawn into terrorism and to provide support to those at risk of radicalisation.

## 5.5. Customer Experience

Customer Experience description	Comments and Proposed Intervention
<b>Launch of new website and self-service facilities</b>	<p>In quarter 4, three delivery units received particularly low GovMetric satisfaction scores for web content: Re (22%), Assurance (23%), and CSG (32%). Two of the weakest areas can be found within Re: Roads &amp; Transport (13%) and Streets (16%).</p> <p>The GovMetric ratings in March, the first month of the new website, were 38% positive, 50% negative, and 12% neutral. This was a similar balance of positive and negative as the previous few months, but a lower proportion of neutral ratings. We expect that as customers become accustomed to the new site navigation and functionality, positive ratings will improve, but the new Customer Experience Manager will be ensuring that specific feedback received by customers is understood and acted upon to remove barrier to take up. This will be monitored via Customer Services Working Group &amp; Customer Information and Management Board.</p> <p>CSG's responsiveness to web transactions remains below target (74% within 5 working days instead of 90%) and is a priority for improvement in quarter 1. This is monitored via Customer Services Working Group.</p>
<b>Members enquiries</b>	<p>There is a need to clarify the use of the members enquiries service, to ensure it is consistently used by members, and that service requests from residents are redirected by members to the appropriate channel.</p> <p>There is also a need for increased corporate visibility of cases to improve responsiveness, and this will be addressed via a new regular bulletin for senior managers to see progress on members enquiries cases alongside existing FOI cases and complaints.</p>

**Complaints**

As with members enquiries, there is a need for increased corporate visibility of cases to improve responsiveness, and this will be addressed via a new regular bulletin for senior managers to see progress on complaints cases alongside existing FOI cases and members enquiries.

There is also a need for strengthened training / development on complaints handling, to reduce the number of complaints that are escalated after stage 1.