

# Commissioning Group – Q2 2016/17

## 1. SUMMARY

### 1.1 SERVICE DASHBOARD

Finance	Revenue Budget Variance				Capital Actual Variance	
		0 (0.0%)				450 (-22.0%)

  

Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
• Indicators	50% (7)	21% (3)	14% (2)	14% (2)	89% (8)	11% (1)
• Key Actions	55% (18)	45% (15)	0% (0)	0% (0)		

  

Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased
		0% (0)	14% (3)	81% (17)	5% (1)	

### 1.2 KEY SUCCESSES AND CHALLENGES

#### Key Successes

Continuing progress has been made on the growth and regeneration programme, including identification of two additional one-bedroom flats in the Moreton Close scheme and design of the community hub in Grahame Park. An exercise to masterplan Heybourne Park is being jointly commissioned to provide a quality public space; and Dollis Valley (Phase 2) has been handed over to the developer, with demolition starting on site. Also in Dollis Valley, the official opening of Hope Corner Community Centre took place in September 2016 with over 300 guests attending.

In addition, significant milestones have been reached this quarter for the multi-billion pound **Brent Cross Cricklewood** scheme with the signing of Delivery Partnership agreements for the Brent Cross North and Brent Cross South developments; and the formation of a new The Joint Venture Limited partnership for the Brent Cross South development between the council and Argent Related (Development Partner). The scheme will create a new town centre, incorporating 7,500 homes, 27,000 jobs, three re-built schools, redevelopment of Brent Cross shopping centre, new parks and community facilities, an additional Thameslink train station, as well as major road and public transport improvements.

## Key Successes

The council's work to help Barnet's local labour market thrive has seen the second Entrepreneurial Barnet competition get underway, with the grand final scheduled for January 2017. The Customer and Support Group will also be leading on commissioning a business directory, which will be delivered in early 2017.

The council and partners have promoted Apprenticeship options through the 'Get In, Go Far' campaign. The Opportunities for Young People project continues to work to offer early support to young people at risk of becoming NEET (Not in Education, Employment and Training).

The Keep Barnet Clean trial started in July 2016 with communications and an education campaign, and 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. The first Fixed Penalty Notices for flipping (which were enacted in May 2016) have been issued in Barnet as part of the trial. Work is also ongoing regarding enforcement of footway damage.

Key Challenges	Actions Required
Decrease in the level of crime across the Mayor's Office for Policing and Crime (MOPAC) set of crimes	The 18% reduction, against a target of 20% reduction, is a slight improvement on Q1 2016/17. The reduction is below target mainly due to 'violence against the person', which has shown an increase of over 40% in the last two years compared to the 2011/12 baseline figure. This increase is in line with a London wide trend that is likely to be linked to changes in reporting and recording practices.
Older people who take up leisure services (participation of over 45s)	<p>GLL (Barnet's leisure operator) has made a concerted effort to target and increase engagement of members aged 45+ during Q2 including:</p> <ul style="list-style-type: none"> <li>• Attendance at community events such as Age UK's Wellbeing day and Tai Chi in the park in partnership with Saracens</li> <li>• 50+ Outdoor classes delivered at Copthall leading to the introduction of a new Tai Chi course</li> <li>• New partnership created with Barnet University of the Third Age</li> <li>• MacMillan coffee mornings delivered at Copthall and Church Farm (£400 raised)</li> <li>• Friary park Asian group engaged with as part of the 'Better You' programme and the 'Club'</li> </ul>

Key Challenges	Actions Required
Sickness absence	<p>The outturn reflects that sickness absence could not be reported during September 2016 due to a planned shutdown of Core HR, so that the system could be configured for Unified Reward.</p> <p>The council is committed to achieving an overall sickness absence target of 6 days per annum. In order to support this, more robust sickness triggers have been introduced through Unified Reward (UR) that will enable the council to act earlier on sickness absence. These triggers are linked to pay deductions but as part of the UR negotiations with trade unions the council has agreed to defer the pay reductions for 12 months to see whether the new triggers on their own have the desired effect. Robust monitoring takes place every month and HR Business Partners meet monthly with their senior managers to discuss individual cases and take appropriate action which may include, occupational health referrals, early phased return to work, exit from the organisation (where appropriate).</p>

## 1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

### Human Resources

#### Sickness absence

	Average days lost per FTE (rolling 12 months)
Commissioning Group	4.12
<b>Overall</b>	<b>8.23</b>

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

#### Staffing

	Establishment headcount	No. of agency staff
Commissioning Group (incl. CEO)	172	41
<b>Overall</b>	<b>1,559</b>	<b>413</b>

\* Source: HR Establishment Pack (average over 3 months)

The Commissioning Group has continued to have low sickness absence at 4.12 days, compared with the average across the council at 8.23 days. There have been 41 agency staff working across the Commissioning Group on average each month

### Finance

Finance	Revenue Budget Variance (000s)	Capital Budget Variance (000s)	Savings achieved (000s)
	<b>0 (0.0%)</b>	<b>450 (-22.0%)</b>	<b>2,180 (90.4%)</b>

The Commissioning Group **capital** programme is forecast to overspend by £0.450m. The forecast includes the transfer in of the Sports and Activities project from Adults and Communities (£7.170m) and slippage in relation to the ITC Strategy which has now been re-profiled and extended to 2019/20 (£6.790m).

## Performance

Service Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	50% (7)	21% (3)	14% (2)	14% (2)	89% (8)	11% (1)

22 indicators are reported in Q2 2016/17. 14 have been given a RAG rating: 50% (7) are “on or above target” and 50% (7) are “below target”. 9 have been given a Direction of Travel (DOT) status: 89% (8) have an “improved/same” DOT and 11% (1) have a “worsened” DOT from the same period last year.

## Key Actions

RAG Ratings					No. of Key Actions
Green – On track or 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)	
18 (55%)	15 (45%)	0 (0%)	0 (0%)	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. 18 (55%) are on track and 15 (45%) are delayed, with low impact.

## Risk

Service Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased
	0% (0)	14% (3)	81% (17)	5% (1)		

The Commissioning Group has 21 risks. 3 (14%) are Medium Low, 17 (81%) are Medium High, and 1 (5%) is High. 7 risks (33%) scored 12 or above and have been escalated to the Strategic Commissioning Board for review this quarter. The 1 risk (5%) that scored 15 or above was the risk of unsuccessful delivery of the depot project leading to service disruption. This has been published in the Corporate Risk Register.

## 2. Finance

### 2.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q2 Forecast	Variation		
	£000	£000	£000	£000		
Finance & Resources	740	973	579	(394)	TBC	-40.5%
Commercial	1,049	903	981	78	Overspend on out of hours service (GDIT) and agency staff costs. In addition, some running costs have also not been budgeted for.	8.6%
Adults and Health	1,258	1,292	1,267	(25)	Overspend on the GLL contract offset by savings on vacant posts.	-1.9%
Communications	674	639	816	177	No budget exists for projects such as Citizen's Panel, Engage Barnet, Survey Monkey.	27.7%
Commissioning Strategy	441	510	619	109	Base budget shortfall on staffing costs.	21.4%
Children & Young people	444	560	556	(4)		-0.7%
Environment	12,049	12,861	12,849	(12)	Underspend on supplies and services	-0.1%
Growth & Development	175	171	181	10	Overspend is due to increased staffing costs	5.8%
Information Management	880	933	965	32	Overspend due to backfilling of staff on secondment.	3.4%
Programme & Resources	810	814	843	29	Forecast overspend due to agency staff covering vacant post.	3.6%
Strategic Commissioning Board	768	560	560	-		0.0%
<b>Total</b>	<b>19,288</b>	<b>20,216</b>	<b>20,216</b>	<b>0</b>		<b>0.0%</b>

### 2.2 Capital

	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 Budget	Spend to date	2016-17 Forecast to year-end	Variance from Approved Budget	% slippage of 2016/17
	£000	£000	£000	£000	£000	£000	£000	%
Commissioning Group	30,837	7,170	(6,790)	31,217	4,850	31,287	450	-22.0%
<b>Commissioning Group</b>	<b>30,837</b>	<b>7,170</b>	<b>(6,790)</b>	<b>31,217</b>	<b>4,850</b>	<b>31,287</b>	<b>450</b>	<b>-22.0%</b>

### 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	2	1	1	1	5	4	7	1	1	9
SPI	4	2	1	0	7	4	1	0	10	11
MPI	1	0	0	1	2	0	0	0	2	2
<b>Overall</b>	<b>50% (7)</b>	<b>21% (3)</b>	<b>14% (2)</b>	<b>14% (2)</b>	<b>100% (14)</b>	<b>36% (8)</b>	<b>89% (8)</b>	<b>11% (1)</b>		<b>22</b>

**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	2016/17 Annual Target	Q2 2016/17 Target	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From Q1 2016/17)	Q2 2015/16 Result	DOT Long Term (From Q2 2015/16)	Benchmarking	Comment where "below target"
CG/S1	Unemployment	Smaller is Better	Monitor	Monitor	5.6%	5.8% (Jan 2015 – Dec 2015)	Improving	6.2% (April 2014 – March 2015)	Improving	London 6.0% National 5.1% (Apr 15 - Mar 16 Nomisweb)	
CG/S27	Percentage of total spend with local businesses	Bigger is Better	Monitor	Monitor	51.2%	49.0%	Improving	New for 2016/17	New for 2016/17	No benchmark available	
CG/C24	Running costs of estate (designated civic buildings only)	Smaller is Better	£4.47m	£1.12m	£1.56m	£1.20m	Improving	New for 2016/17	New for 2016/17	No benchmark available	An agreed overspend of £1.1m is forecast as a result of leasing in additional real estate from staff parking and the Mill Hill depot relocation. Of the £1.56m this quarter, £605k is actual spend, £960k is committed spend.
CG/C25	Income from the estate	Bigger is Better	£2.20m (Sep 15-Aug 16)	£2.20m (Sep 15-Aug16)	£2.20m (Sep 15-Aug16)	£2.03m (Sep 15-May 16)	Improving	New for 2016/17	New for 2016/17	No benchmark available	This is the final outturn for the year 2016/17 as the contract ran from September 2015 to August 2016.
CG/C26	Barnet council apprenticeships	Bigger is Better	15	8	8	4	Improving	New for 2016/17	New for 2016/17	No benchmark available	



## Managing demand for services (Fairness)

Ref	Indicator	Polarity	Annual 2016/17 Target	Q2 2016/17 Target	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short-Term (From Q1 2016/17)	Q2 2015/16 Result	DOT Long-Term (From Q2 2015/16)	Benchmarking	Comment where "below target"
CG/S17	Number of older people who take up leisure services – participation of over 45s	Bigger is Better	20.4%	20.4%	19.3%	19.7%	Worsening	19.0%	Improving	No benchmark available	GLL has been commissioned to deliver a 'Better You' programme in Chipping Barnet which will continue to enhance participation amongst older people. The 'Better You' programme will deliver satellite community based physical activity sessions, with a view to increase participation.
CG/S21	Delivery of 10% affordable homes as wheelchair or accessible units	Bigger is Better	10% of new housing provision	1	1	2	Worsening	New for 2016/17	New for 2016/17	No benchmark available	
CG/S28	Increasing participation in sport and physical activity	Bigger is Better	37.9%	37.9%	37.2%	37.2%	Same	New for 2016/17	New for 2016/17	No benchmark available	The most recent Active People Survey results APS10 (37.2%) is an interim result. A full data set and confirmed position will be available later in the year.

## More resilient communities (Responsibility)

Ref	Indicator	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short-Term (From Q1 2016/17)	Q2 2015/16 Result	DOT Long-Term (From Q2 2015/16)	Benchmarking	Comment where "below target"
CG/S3	Decrease in the level of crime across the Mayor's Office for Policing And Crime set of crimes	Bigger is Better	20% reduction	20% reduction	18% reduction	18% reduction	Improving	19% reduction	Worsening	London 17% reduction (2014/15, MOPAC7)	2 percentage points below the MOPAC 7 20% reduction rate. However, this represents an improvement from 2.5 percentage points below the target in Q1. The reduction is below target level mainly due to 'violence against the person (VAP), which, over the last two years, has shown an increase of over 40% compared to the 2011/12 baseline figure. This increase is in line with a London wide trend, which is believed to be linked to changes in reporting and recording practices.
CG/C2	Number of repeat cases of Domestic Violence to MARAC	Bigger is Better	Monitor	Monitor	2.9%	13.0%	Worsening	New for 2016/17	New for 2016/17	No benchmark available	
CG/C3	Sanction Detection Rate of 'Domestic Abuse - Violence with Injury' Offences	Bigger is Better	Increase	Increase	35.0%	36.0%	Worsening	New for 2016/17	New for 2016/17	London 39% (Metropolitan Police, 12 months to Sept 2016)	

Ref	Indicator	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short-Term (From Q1 2016/17)	Q2 2015/16 Result	DOT Long-Term (From Q2 2015/16)	Benchmarking	Comment where "below target"
CG/C4	Proven re-offending rate (Ministry of Justice)	Smaller is Better	Decrease	Decrease	23.1%	23.1%	Same	New for 2016/17	New for 2016/17	Outer London 24.4% (Ministry of Justice, Oct 2013 to Sep 2014)	
CG/C27	Racist & Religious Hate Crime	Bigger is Better	Monitor	Monitor	608	New for 2016/17	New for 2016/17	New for 2016/17	New for 2016/17	Barnet 1.6 per 1000 London 1.8 per 1000	
CG/C8	Number of volunteer-led initiatives such as Adopt a Place up and running	Bigger is Better	25	6	20	11	Improving	New for 2016/17	New for 2016/17	No benchmark available	

### Improving customer services and ensuring transparency

Ref	Indicator	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short-Term (From Q1 2016/17)	Q2 2015/16 Result	DOT Long-Term (From Q2 2015/16)	Benchmarking	Comment where "below target"
CG/S15	Performance of services	Bigger is Better	80% above average	80%	78%	82%	Worsening	73%	Improving	No benchmark available	In comparison to other single tier and county councils, Barnet has achieved above benchmarks for 13 out of 18 metrics, across themes including Education, Children's Services, Adults' Services and Housing.
CG/S22	Council Tax collection	Bigger is Better	98.5%	Monitor	98.4%	98.3%	Improving	98.4%	Same	Outer London 96.8% (June 2016, DCLG)	

Ref	Indicator	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short-Term (From Q1 2016/17)	Q2 2015/16 Result	DOT Long-Term (From Q2 2015/16)	Benchmarking	Comment where "below target"
CG/S23	Business rate collection	Bigger is Better	99.0%	Monitor	98.2%	98.1%	Improving	97.5%	Improving	Outer London 98.4% (June 2016, DCLG)	
CG/S24	Overall satisfaction with customer services	Bigger is Better	80.0%	80.0%	90.0%	89.0%	Improving	77.0%	Improving	No benchmark available	
CG/S25	Satisfaction with the council's website	Bigger is Better	51.0%	46.0%	48.0%	46.0%	Improving	42.0%	Improving	No benchmark available	
CG/S26	Customer cases that are closed within the agreed timescales	Bigger is Better	90.0%	90.0%	84%	89.0%	Worsening	73.0%	Improving	No benchmark available	This excludes data from Street Scene due to the Lagan data collection methodology, which is expected to be resolved in early November.
CG/C19	Percentage of customer service transactions completed via a self-service channel	Bigger is Better	42.0%	40.0%	40.0%	New for 2016/17	New for 2016/17	New for 2016/17	New for 2016/17	No benchmark available	
CG/C23	Sickness absence	Smaller is Better	6 days	6 days	8.23 days	8.35 days	Improving	New for 2016/17	New for 2016/17	No benchmark available	Outturn reflects that sickness absence could not be reported during shutdown for Unified Reward, so should be read with caution.

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

Ref and Indicator Title	Comments and Proposed Intervention
CG/C24 Running costs of estate (designated civic buildings only)	An agreed overspend of £1.1m is forecast as a result of leasing in additional real estate from staff parking and the Mill Hill depot relocation.
CG/S17 Number of older people who take up leisure services – participation of over 45s	<p>GLL (Barnet's leisure operator) targets people over the age of 45 through the delivery of their 'Club Health and Fitness' membership package, preferential 'pay and play' rates for concessionary members, and a range of activities suitable and tailored to older users and initiatives/objectives that have been set out in a comprehensive Sport and Community Development Plan 2016.</p> <p>There has been a concerted effort to target and increase engagement of members aged 45+ during Quarter 2, including:</p> <ul style="list-style-type: none"> <li>- Attendance at community events such as Age U.K's Wellbeing day and Tai Chi in the park in partnership with Saracens</li> <li>- 50+ Outdoor classes delivered at Copthall leading to the introduction of a new Tai Chi course</li> <li>- A new partnership created with Barnet University of the Third Age</li> <li>- MacMillan coffee mornings delivered at Copthall and Church Farm (£400 raised)</li> <li>- Engaging with Friary Park Asian group as part of the 'Better You' programme and the 'Club'.</li> </ul>
CG/S28 Increasing participation in sport and physical activity	<p>The most recent Active People Survey results APS10 (37.2%) is an interim result - we will have a full data set and confirmed position later this year.</p> <p>Aligning with Sport England's new strategy 'Towards an Active Nation', Sport England has developed the Active Lives Survey which has a refreshed methodology to measure participation. The new methodology allows greater data collection via an online questionnaire which is mobile friendly, in addition to the telephone survey. This was implemented in November 15 and we should receive the results later this year. The Active People Survey will continue to run alongside the new Active Lives Survey until September 16 to ensure Sport England are able to understand and explain any changes in estimates of participation.</p>

Ref and Indicator Title	Comments and Proposed Intervention
CG/S3 Decrease in the level of crime across the Mayor's Office for Policing And Crime set of crimes	Barnet is 2% below the MOPAC 7 20% reduction rate. However, this represents an improvement from 2.5% below the target as reported in Q1. The reduction is below target level mainly due to 'violence against the person (VAP)', which, over the last two years, has shown an increase of over 40% compared to the 2011/12 baseline figure. This increase is in line with a London wide trend, which is believed to be linked to changes in reporting and recording practices
CG/S15 Performance of services	In comparison to other single tier and county councils, Barnet has achieved above benchmarks for 13 out of 18 metrics, across themes including Education, Children's Services, Adults' Services and Housing.
CG/C23 Sickness absence	<p>The outturn reflects that sickness absence could not be reported during September 2016 due to a planned shutdown of Core HR, so that the system could be configured for Unified Reward.</p> <p>The council is committed to achieving an overall sickness absence target of 6 days per annum. In order to support this, more robust sickness triggers have been introduced through Unified Reward (UR) that will enable the council to act earlier on sickness absence. These triggers are linked to pay deductions but as part of the UR negotiations with trade unions the council has agreed to defer the pay reductions for 12 months to see whether the new triggers on their own have the desired effect. Robust monitoring takes place every month and HR Business Partners meet monthly with their senior managers to discuss individual cases and take appropriate action which may include, occupational health referrals, early phased return to work, exit from the organisation (where appropriate).</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 Street Scene Commissioning Plan for 2016/17.

### 4.1 Overview of Key Actions

RAG Ratings					No. of Key Actions
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)	
55% (18)	45% (15)	0% (0)	0% (0)	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 which were due to be completed this quarter.

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 ( <b>Growth &amp; Development</b> )	<b>Green Amber</b>	<p>Continuing progress has been made on the growth and regeneration programme, including identification of two additional one-bedroom flats in the Moreton Close scheme and design of the community hub in Grahame Park. An exercise to masterplan Heybourne Park is being jointly commissioned to provide a quality public space; and Dollis Valley (Phase 2) has been handed over to the developer, with demolition starting on site.</p> <p>In addition, significant milestones have been reached this quarter for the multi-billion pound <b>Brent Cross Cricklewood</b> scheme with the signing of Delivery Partnership agreements for the Brent Cross North and Brent Cross South developments; and the formation of a new The Joint Venture Limited partnership for the Brent Cross South development between the council and Argent Related (Development Partner). The scheme will create a new town centre, incorporating 7,500 homes, 27,000 jobs, three re-built schools, redevelopment of Brent Cross shopping centre, new parks and community facilities, an additional Thameslink train station, as well as major road and public transport improvements.</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 ( <b>Resources</b> )	<b>Green Amber</b>	<p>The review of the Strategic Asset Management Plan is about to begin. Once complete, the document will clearly prescribe the long-term strategy for each category of property within the council's portfolio. The first formal site allocations workshop (since the pilot event) is scheduled to be held in November 2016 in order for LBB to make properly informed decisions about retention, acquisition and / or disposal of sites. Phase 1 of the Community Asset Strategy implementation plan is underway, with the aim of regularising the occupation of community assets in a fair and transparent manner.</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 ( <b>Resources</b> )	<b>Green Amber</b>	<p>Significant rationalisation of office buildings has taken place and the construction of a brand new waste transfer site and office block will facilitate further efficiencies, as will the establishment of a number of localities for staff to work from. The condition of the property portfolio is currently being comprehensively assessed, which will inform future decisions on rationalisation and investment. The Strategic Asset Management Plan will ensure alignment with corporate strategy.</p>



Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG04	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 <b>(Resources)</b>	<b>Green Amber</b>	Enabling works on the site of the new council offices in Colindale have started, following Council approval of the Full Business Case on 26 July 2016. 200 nearby parking spots will also be allocated, with a planning application due to be submitted for 100 permanent car parking at the RAF Museum, and investigations ongoing to identify options for the remaining required spots. The internal designs for the ground and first floors were approved in October 2016. A detailed scope for all changes required to how we work, the technology we use and where we work in order to support new agile ways of working, has been approved.
CG05	All council-commissioned building work meets sustainable design criteria and these buildings are maintained and managed for maximum energy and resource efficiency <b>(Resources)</b>	<b>Green</b>	Newly commissioned buildings achieve BREAM Very Good as a minimum and the energy consumption of buildings is subject to reduction targets that are consistently reviewed. Furthermore, LBB are part of the Mayor of London's RE:FIT programme, which provides a framework to retrofit buildings and to achieve substantial cost savings, improve energy performance and reduce their carbon footprint. Finally, energy consumption is being re-baselined and targets reviewed to provide meaningful targets for reduction in energy use.
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 <b>(Growth &amp; Development)</b>	<b>Green</b>	The second Entrepreneurial Barnet competition is underway, with the grand final scheduled for January 2017. Agreement has been given for CSG to lead on commissioning a business directory, which will be delivered in early 2017. Support has been made available to young people around exam time from the Barnet Education, Employment and Training team and Barnet and Southgate College. The council and partners promoted Apprenticeship options through the 'Get In, Go Far' campaign. The Opportunities for Young people project continues to work to offer early support to young people at risk of becoming NEET (Not in Education, Employment and Training). Public Health continue to invest in support to JobCentres and the Mental Health Trust that promotes health and work side by side. Joint training is being provided from front line workers across partners in signposting for good health and Mental Health First Aid.
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 <b>(Growth &amp; Development)</b>	<b>Green</b>	Work has continued on the town centre strategies for Burnt Oak, Finchley Church End and Golders Green: <ul style="list-style-type: none"> <li>• The final strategy for Burnt Oak will be published in November 2017</li> <li>• The development of Finchley Church End strategy is underway.</li> <li>• The specification for Golders Green has been completed and will be put out to market. This has 50% funding from the GLA and will be an important piece of work to influence both council spend and TfL plans for the area.</li> </ul>

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 <b>(Housing)</b>	<b>Green Amber</b>	<p>Barnet Homes have delivered 36 new council homes with the final four homes of their initial 40 home programme being handed over in early October 2016. Barnet Homes are also currently developing a 51 home extra care scheme in Mill Hill and demolition of the existing site is due to commence in mid-November 2016.</p> <p>Re have been commissioned to increase their activity around bringing empty properties back into use.</p> <p>The additional HMO Licensing scheme went live on 5 July 2016, with the first licence being issued in August 2016. 88 additional HMO licence applications (49 in the first month) have been received this quarter, with 21 licences under the new scheme have been issued to date.</p>
CG09	Investing in the borough's leisure facilities to support and encourage active and healthy lifestyles <b>(Adults &amp; Health)</b>	<b>Green</b>	<p>A revised financial analysis has been undertaken to confirm the affordability of the scheme with likely cost certainty to be confirmed by January 2017. The planning submission for both schemes has been submitted on the 19 September 2016 and is due for consideration at Planning Committee on 15 December 2016.</p> <p>A petition to reverse the decision to exclude diving as part of the facilities mix at Copthall has been considered by Policy and Resources Committee in September 2016. A Feasibility Study is currently being co-ordinated to assess the potential inclusion of diving at Barnet Copthall. A paper will be reported to Policy and Resources Committee for consideration on 1 December 2016.</p> <p>Following approval of a confirmed core facilities mix, the project will submit a formal final application to Sport England in January 2017 for £2m external investment.</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 <b>(Environment)</b>	<b>Green</b>	<p>A detailed analysis on the options for future governance in parks has been commissioned, this will sit alongside work on natural capital account. The submission for natural capitals accounting has been submitted to the GLA.</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 <b>(Adults &amp; Health)</b>	<b>Green</b>	<p>Barnet Integrated Locality Team continues to roll out across the borough, a new risk tool is being mobilized to support targeted/proactive identification of service users and patients who are at risk of an unscheduled attendance or admission into an acute setting within the next 12 months. Work is underway with the CCG to integrate the Mental Health enablement project with the Mental Health hubs project.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG12	Working with older people to design and manage services that help them to be more independent ( <b>Adults &amp; Health</b> )	<b>Green</b>	<p>Older people, as service user members of the Home and Community Support and Enablement Advisory Group, are involved in managing service implementation.</p> <p>The former co-chair of the Older Adults Partnership Board, who is Vice-Chairman of the Barnet Seniors Assembly, is a member of the Barnet Keeping Well Programme Board (formerly the Ageing Well and Tiers 1 &amp; 2 Programme Board).</p> <p>An older person, who has experience of caring for a person with dementia, is involved in the development of the specification for care and support and housing management services at Moreton Close extra care housing scheme.</p>
CG13	Transforming day care provision to ensure that people remain active and engaged through access to employment and volunteering ( <b>Adults &amp; Health</b> )	<b>Green</b>	<p>The council is continuing to support Your Choice Barnet to reshape their current day care model and move an identified cohort at Barnet Independent Living Service and Community Space through its employment pathway.</p> <p>To develop the market, Barnet's local employment support providers and day care providers have been given the opportunity to enrol in an evidence-based best practice training programme in supported employment, from October to November 2016.</p> <p>Going forward, the Commissioning Group will work with key stakeholders to develop 'My Time My Choice', in order to develop a flexible range of person-centred day opportunity and employment activities in Barnet.</p>
CG14	Increasing size and effectiveness of the in-house foster care service ( <b>Children &amp; Young People</b> )	<b>Green</b>	<p>A significant amount of work has been undertaken to increase the size and effectiveness of the in-house foster care service. 44.5% of children in care were in LBB foster care including Kinship placements, as at 30 September 2016, against a target of 41.8%. Targeted recruitment work is planned to further increase the number of fostering households that can offer high quality, local placements to Barnet's children in care.</p>
CG15	Working with partners to deliver early interventions for families; and safely reduce the rate of children in care through targeted and specialist interventions ( <b>Children &amp; Young People</b> )	<b>Green Amber</b>	<p>The Early Intervention and Prevention (EIP) Project has delivered the first roadshow to embed early intervention work with partners. The EIP dashboard has now been embedded. The EIP products, principles, pathways and menus of interventions, are due to be signed off by EIP strategic Group. The next steps are to sign off principles at the Safeguarding Children Board and to continue with Roadshows.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
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 <b>(Housing)</b>	<b>Green Amber</b>	<p>Homelessness demand remains higher than at the same point last year with 765 placements into temporary accommodation compared to 690 in 2015/16. However, despite this increased pressure on services, Barnet Homes' demand mitigation measures continued to deliver strong results. Let2barnet had enabled a record 318 private sector lettings by the end of Q2 and is well on the way to achieving the annual target of 500. The number of homelessness preventions also remains high with services already having delivered 450 preventions and also remaining on target to achieve the target of 900 for 2016/17.</p> <p>Despite these successes, demand for temporary accommodation remains at peak levels with 2,867 households in temporary accommodation at the end of Q2. To help relieve pressures, Barnet Homes has developed further proposals to help manage demand, including a targeted resource to help move households out of temporary accommodation. This will start to yield results to the end of Q3 and with potentially adverse changes to the temporary accommodation subsidy system due to be implemented in Q1 2017/18, progress made in reducing temporary accommodation demand will have compound benefits next financial year.</p>
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 <b>(Housing)</b>	<b>Green</b>	<p>A capital bid has been submitted for the extension of extra care development, creating potential for additional 100 places at affordable rents. Dialogue has begun with a registered social landlord for development of 70 mixed tenure units. Development of the additional sites will be dependent on the outcome of the capital bid. Moreton Close's demolition is scheduled for October 2016.</p> <p>Accommodation and Support Services Tender for Adults published in September 2016 and subsequent market engagement event held in October 2016; ITT responses are due back in November 2016.</p> <p>An Outline Business Case (OBC) for Early Support Commissioning Plan has been submitted to Adults Transformation Board in September 2016.</p>
CG18	Making it easier for businesses and residents in all types of accommodation to recycle, while listening to their concerns in order to maintain high levels of satisfaction with waste collection services <b>(Environment)</b>	<b>Green</b>	Expansion of recycling systems in flats has continued in this quarter, including the provision of direct size bins to fit different circumstances. Work has also commenced on a trial of voluntary time banded collection in Mill Hill, discussions have been had with traders to see how this can be facilitated to meet their needs.

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
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 <b>(Environment)</b>	<b>Green</b>	The Keep Barnet Clean trial started in July 2016 with communications and an education campaign, and 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. The first Fixed Penalty Notices for Fly Tipping (which were enacted in May 2016) have been issued in Barnet as part of the trial. Work is ongoing regarding enforcement of footway damage.
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 <b>(Environment)</b>	<b>Green</b>	Work continues with North London Boroughs to look at joint initiatives. Officers are looking to develop a qualitative consultation exercise to find out why the customer view of parking services is below the London Average. A Member and separate officer steering group is about to be formed to guide the formulation of the Long Term Transport Strategy.
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 <b>(Health &amp; Wellbeing)</b>	<b>Green</b>	We are proceeding as planned with statutory service provision within the available financial envelope for them.

## 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 ( <b>Adults &amp; Health</b> )	<b>Green</b>	<p>The Adults and Safeguarding Committee authorised implementation of the new operating model within the current service and further development of two delivery vehicle options (reformed in-house service and shared service with the NHS). There will be a report back to the Adults and Safeguarding Committee early in 2017.</p> <p>The 3rd cohort of the learning programme is progressing satisfactorily and invitations have gone out for cohort 4. Overall, feedback from participants has been broadly positive and complimentary about the programme and the project team. Participants foresee a positive impact on their work. A Case Study Group has been set up as a forum for practitioners to share practice experiences.</p> <p>Adult's Hubs (now branded as Care Space) went live on 26 September 2016 at two locations (ILC at Dollis Valley and Anne Owen Centre at East Finchley). ILC has been equipped with Telecare demonstration equipment. First drop in sessions are being scheduled for October 2016. Posters/flyers will be used for promotion. A new project will be initiated to deliver Hubs Phase III and proposals will be co-designed whilst Phase II is operational. A time span of four months is being considered before implementation of Phase III.</p> <p>The Mental Health Staff consultation has been extended for a further 15 days and will end on 13 October 2016. The process for the post-consultation decision sign off will now be through the General Functions Committee. This change means that the go-live date moves from December to January 2017.</p> <p>The Barnet enablement pathway has been developed. Work is underway to clarify the referrals/hand-offs and where staff will be based in the co-located teams.</p>
CG23	High quality social work practices ( <b>Children &amp; Young People</b> )	<b>Green Amber</b>	<p>Strong governance is in place to monitor progress against practice improvements including, daily touchdown meetings and fortnightly updates on each work stream of the plan.</p> <p>A Resilience Task and Finish Group with partners brought together a coordinated approach to presenting resilience to the wider partnership; this commenced in September and coincided with the EIP Roadshows.</p> <p>Signs of Safety has been identified as one of the tools to support social work practice. The first senior management session has been held and scheduling of training for Family Services Staff, BSCB and partners has commenced. First training and briefing sessions commence mid-November 2016.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG24	Exploring opportunities to develop a social work-led, not-for-profit organisation to provide some services for children and young people <b>(Children &amp; Young People)</b>	<b>Green Amber</b>	A first draft of an outline business case has been drafted. Timescales have been revised due to the continued focus on practice improvement and a consultation is planned for January to March 2017.
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 <b>(Education &amp; Skills)</b>	<b>Green</b>	100 day review of services is now complete and the process to re-align services to support the business model is underway.
CG26	Exploring opportunities to deliver a wide range of frontline services through a variety of business models <b>(Environment)</b>	<b>Green</b>	An initial Outline Business Case has been presented to Environment Committee on 29 September 2016. It was approved by Committee but referred to full Council on 1 November 2016.  Work is underway on gathering information on the options for the Street Services ADM, which will inform the next stage of the Outline Business Case. Staff within the Street Scene Delivery Unit and The Barnet Group are finalising their offer about how they can deliver Street Scene services.

### 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 <b>(Strategy, Communication &amp; Customer Services)</b>	<b>Green Amber</b>	Development of the Voluntary and Community Sector database has continued with the public beta launch scheduled for 28 October 2016. A Service Level Agreement and Engagement Plan around the Barnet Community Directory is being developed with groundwork.  A Communities Together Network Annual report has been agreed by the Community Leadership Committee in September and a meeting of the Steering Group will take place in December to agree the focus of the Network for 2017.  The Strategy Team are working with the Communication Team to develop a communication campaign to support the aims of the Community Participation Strategy, with a soft launch scheduled in December 2016.



Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
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 ( <b>Resources</b> )	<b>Green Amber</b>	<p>Property Services have completed all of the valuations for the 67 community assets identified as requiring immediate action in the Community Assets Strategy (CAS). The 67 properties have been sub-divided equally into seven phases, which the Community Benefit Assessment Tool (CBAT) will use to assess and calculate rental subsidies for over the next year.</p> <p>Each phase of the CAS Implementation programme will take between eight and ten weeks to complete with the CBAT and business case used to access each organisations community benefit / rent subsidy as well as their governance structure, financial viability, community engagement and whether they are maximising use of their existing resources.</p> <p>Phase one of the CBAT is nearing completion with phase two commencing on 3 October 2016.</p>
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 ( <b>Strategy, Communication &amp; Customer Services</b> )	<b>Green</b>	<p>Coordination across the police and council is working well in terms of responding to cases, work is ongoing to formalise the joint working.</p> <p>Domestic Violence and Violence Against Women and Girls (VAWG) services have all been commissioned and providers are in place. A new Strategy (2017-2020) is being developed.</p>

### 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 ( <b>Resources</b> )	<b>Green Amber</b>	<p>The Council Tax four-year collection is at 98.36% against a year-end target of 98.49%, compared to 98.37% at September 2015.</p> <p>The NNDR 4-year collection rate is at 98.21% at 30 September 2016 against a 31 March 2017 target of 99%. This represents an increase of 1.24% compared to the September 2015 collection rate of 97.5%.</p> <p>An additional £1.425m has been collected in Council Tax than the same time last year. The forecast net annual collectable Council Tax as at September 2016 is £190.4 - an estimated increase of £1.4m. The Council Tax four-year collection rate (98.36%) is on target to reach the year-end target (98.49%). The NNDR 4-year collection rate (98.21%) is ahead of the measure at this time last year (97.5%) and on target to reach the year-end target (99%).</p>



Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
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 ( <b>Strategy, Communication &amp; Customer Services</b> )	<b>Green Amber</b>	<p>Web Satisfaction has seen a 2% point increase in Q2.</p> <p>GovMetric Survey has been improved which will enable users to provide more information on their ratings and takes less time to complete.</p> <p>The LBB web team attended first gov.uk Verify session, bringing together colleagues from IT, parking and customer services into a dialogue with other councils and gov.uk in implementing an ambitious identity assurance scheme. The roadmap is now laid for how to continue with this, including risks.</p> <p>Content refresh is ongoing across the 60 most complained-about pages from GovMetric – approval score has risen steadily</p> <p>The Local Offer and Public Health web sections have been re-written by the web team to enhance search engine discoverability and clarity.</p> <p>A range of stakeholders have attended an adult social care workshop, agreeing to kick off a collaborative process between the West Sussex content team, LBB customer services and CSG in improving the adult social care web section for customers, including creating personas and engaging in user research.</p> <p>The LBB web team have attended the first two cross-council Local Government standards meetings to collaborate across London councils in adopting a clearer and simpler way of creating web content.</p> <p>CET and LBB web team have agreed scoping for MyAccount functionality improvements, quotes from Orange Bus and Kana are being pursued.</p>
CG32	Improving the resolution of issues at the first point of contact and satisfaction with services ( <b>Strategy, Communication &amp; Customer Services</b> )	<b>Green Amber</b>	<p>A baseline has been provided for avoidable contact (30%). There has been an 11% points increase in people rating the experience as very good or good.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG33	Improving the Open Data Portal, which provides access to a wealth of council data and information online ( <b>Strategy, Communication &amp; Customer Services</b> )	<b>Green Amber</b>	<p>Barnet has built itself a national reputation for setting high standards in the field of Transparency and Open Data and is recognised as a Local Government Transparency Champion by the Cabinet Office. Recent achievements include.</p> <ul style="list-style-type: none"> <li>• Changes to the Open Barnet portal, including a new look front page incorporating enhanced visualisation, such as data dashboards and live dataset updates; and in-system data cleansing and improvement, increasing the quality of data we publish</li> <li>• Development of interactive dashboards incorporating full listings of all Parking Penalty Charge Notices issued in the Borough since 2015, along with the means to analyse and visualise data</li> <li>• Reduction in Freedom of Information (FOI) process - 13% of all requests answered using the portal; 50% reduction in requests to Business Rates team due to data publication.</li> </ul>

## 5. Customer Experience

Customer Experience Description	Comments and Proposed Intervention
Council's website	There has continued to be a small increase in positive ratings for the council's website, now 48%.
FOIs	Of the 109 Freedom of Information requests received, 100 were responded to on time (92%). In terms of remedial measures it is noted that during the Q2 period there have been changes in key personnel resulting in a loss of tacit knowledge and staff absence through illness have put increased pressure on scarce available resources which has resulted in responses going out late. This should improve as knowledge and skills improve with experience in the role.
Complaints	Of the 24 complaints received, 12 were responded to on time (50%). A significant decrease in the number of complaints received within Q2, compared to Q1. However, only half of these were responded to on-time. However, all complaints were responded to on-time within September, thus making an improvement on previous months. Parking Services received the most number of complaints within the quarter with 22 complaints.
Member enquiries	Of the 10 cases logged, 8 were closed within the 5 working day SLA. (80% closed on time).
SARs	Of the 24 Subject Access Requests received, 17 were completed on time (71%).

## 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	1		
	4	Major		4	5		
	3	Moderate		2	5	1	
	2	Minor		1			1
	1	Negligible					

### Risk Commentary:

There are 21 service risks, of which seven are scored as 12 or above. Controls can be seen below for these, including

- recruiting to communications posts;
- policies, procedures and tools in managing information;
- securing project management and commercial clienting resource;
- measures to successfully deliver the depot relocation project, and agreed exit strategy
- Implementation of a new structure and operating model to improve relationship management with all parties which can impact on the council's reputation.

One risk scores 15 or above, and is the risk of unsuccessful delivery of the depot project leading to service disruption. This could lead potentially to the council failing to meet its statutory obligations.

The table below lists all risks rated 12 and above.

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
SPPC011	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	Compliance	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. Construction of the new site at Oakleigh Road is progressing to plan.	5	4	5	3	15	Tolerate

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
SPPC002	Management of the Council's reputation	Access to affordable specialist resource leaves the Council unable to effectively inform and involve residents of key changes to services and manage its reputation, resulting in poor customer satisfaction, financial ramifications, a reduced capacity to deliver Business as Usual and damage to reputation	Head of Communications	Compliance	Interim staff are in place, and we are actively recruiting. In doing so, job descriptions have been compared with those in the market.	5	5	4	3	12	Tolerate
SPPC014	Inconsistent key messaging and communications approach	Due to a lack of capacity to provide expert advice to Delivery Units and partners, and increased demand for stewardship of stakeholders & organisations who can impact on the Council's reputation, 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	Compliance	A new structure and operating model is being implemented to improve relationship management with all parties. Working protocols are being developed with all parties, and management of all media is directed through the central team.	5	4	4	3	12	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
SPPC007	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 programme the in the short term. Officer governance bodies are in place to oversee delivery, and project management methodology is followed. Staff engagement and communications have started (although currently these are minimal).	4	4	4	3	12	Treat
SPPC012	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.	4	5	4	3	12	Treat
SPPC004	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 ICO audits.	4	5	4	3	12	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
COM05	Inadequate commercial and clienting arrangements	A shortage of the required commercial skillset within local government market and the length of the recruitment process for permanent hires prevents the recruitment of the required number of specialist contract management staff to deliver a full service. This leads to an over reliance on interims, reduced capacity, increased financial cost and reduced benefit realisation.	Commercial Director (Interim)	Staff & Culture	- Use of interims to fill gaps - Identified and trained internal resource	4	5	3	4	12	Treat

## 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.	