

MEETING

CONTRACT MONITORING OVERVIEW AND SCRUTINY COMMITTEE

DATE AND TIME

MONDAY 13TH JANUARY, 2014

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, NW4 4BG

**TO: MEMBERS OF CONTRACT MONITORING OVERVIEW AND SCRUTINY COMMITTEE
(Quorum 3)**

Chairman: Councillor John Marshall MA (Hons),
Vice Chairman: Councillor Rowan Quigley Turner

Councillors

Geof Cooke	Alison Moore
Andrew Harper	Barry Rawlings
Ross Houston	Brian Salinger
Sury Khatri	Daniel Seal

Co-opted Members

Kanu Dave, Barnet Homes Performance Advisory Group	Maxwell Doku, Barnet Homes Performance Advisory Group
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Substitute Councillors

Anthony Finn	Brian Schama
Anne Hutton	Alan Schneiderman

You are requested to attend the above meeting for which an agenda is attached.

Andrew Nathan – Head of Governance

Governance Services contact: Ash Tadjrishi 020 8359 2368 ash.tadjrishi@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	<p>MINUTES OF THE PREVIOUS MEETING</p> <p>a) To confirm the Minutes of the meeting held on Wednesday 9 October 2013 as a correct record; and,</p> <p>b) To note any update on matters for which follow-up action had been requested.</p>	1 - 12
2.	ABSENCE OF MEMBERS	
3.	<p>DECLARATION OF MEMBERS' INTERESTS</p> <p>a) Disclosable Pecuniary Interests and Non-Pecuniary Interests</p> <p>b) Whipping Arrangements (in accordance with Overview and Scrutiny Procedure Rule 17)</p>	
4.	PUBLIC QUESTION TIME (IF ANY)	
5.	MEMBERS' ITEMS (SUBMITTED IN ACCORDANCE WITH OVERVIEW AND SCRUTINY PROCEDURE RULE 9)(IF ANY)	
6.	QUARTER TWO PERFORMANCE 2013/14	13 - 86
7.	HB PUBLIC LAW - FULL YEAR PERFORMANCE REPORT	87 - 106
8.	EXTERNAL CONTRACTS - MANAGEMENT RESOURCES	107 - 114
9.	ADVANCE NOTICE OF EXECUTIVE DECISIONS	115 - 120
10.	CONTRACT MONITORING OVERVIEW AND SCRUTINY COMMITTEE FORWARD WORK PROGRAMME	121 - 128
11.	ANY OTHER ITEMS THE CHAIRMAN DECIDES ARE URGENT	

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Decisions of the Contract Monitoring Overview and Scrutiny Committee

9 October 2013

Members Present:-

AGENDA ITEM 1

Councillor John Marshall (Chairman)

Councillor Rowan Quigley Turner (Vice-Chairman)

Councillor Geof Cooke
Councillor Andrew Harper
Councillor Ross Houston
Councillor Sury Khatri
Councillor Barry Rawlings

Councillor Brian Salinger
Kanu Dave (Housing Co-opted Member)
Maxwell Doku (Housing Co-opted
Member)
Councillor Alan Schneiderman
(In place of Alison Moore)

Apologies for Absence

Councillor Alison Moore

Councillor Daniel Seal

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED that:

1. **The minutes of the meeting held on 18 June 2013 be approved as a correct record;**
2. **Actions and responses to resolutions passed by Contract Monitoring Overview and Scrutiny Committee at its meeting of 18 June 2013 be noted as follows:**
 - a. **The request for the Committee's Terms of Reference to be amended was considered and agreed by the Constitution, Ethics and Probity Committee on 8 July 2013 as below:**
 1. **To receive and scrutinise reports from the Commissioning Group, Delivery Units and Lead Commissioners detailing the performance against targets that are included within the Corporate Plan and otherwise relating to the services provided by the Customer & Support Group, Development & Regulatory Services, The Barnet Group Ltd, HB Public Law (external delivery units) NSL and other major contracts, and to be able to challenge external providers.**
 2. **To receive and scrutinise reports from the Commissioning Group, Delivery Units and Lead Commissioners detailing the financial performance of the external delivery units against savings targets detailed in the Budget and Medium Term Financial Strategy.**

3. To receive and scrutinise change requests and contract variations between the Council and external service providers to include (but not be limited to) the introduction of new key performance indicators, delivery of new commissions via the external delivery units, changes required due to new legislation and commercial development opportunities.

4. To engage with partner organisations, other relevant public sector bodies, private sector organisations, trade unions, local residents or any other appropriate witnesses when fulfilling the overview and scrutiny role in relation to the monitoring of contracts for services provided by external service providers.

- b. The response received from the Cabinet Member for Housing on the challenge and impact of the lack affordable housing in the borough (forwarded to OSC Members on 7 August 2013) was:**

“All London Boroughs are subject to market forces, Barnet being no exception. If there are people willing to buy and sell property at a certain price, then that is the fair price for that property. There may be instances where individuals wish to live in Barnet, but realise they cannot afford to do so. This is unfortunate, but the high price reflects the desirability of Barnet.

The Council always explores how much affordable housing can be accommodated on a new development, and will continue to do so, and looks forward to cross party support for regeneration schemes which will help to deliver affordable housing units.”

- c. Officers were requested on 22 July to provide details of enforcement areas requiring signs and lines improvements and a schedule for completing these works. *A full response had not been provided.***
- d. The Cabinet Member for Environment, Housing & Environment Lead Commissioner and Street Scene Director were asked on 22 July to undertake a root and branch review of parking service operations with a view to rationalising the operation to improve the customer journey. *A full response had not been provided.***

- 3. The Chairman to write to the Director for Place to request that a formal response to items c. and d. above be provided to all Committee Members.**

2. ABSENCE OF MEMBERS

Apologies for absence had been received from Councillor Daniel Seal and Councillor Alison Moore (who was substituted for by Alan Schneiderman).

3. DECLARATION OF MEMBERS' INTERESTS

Member	Subject	Interest declared
Councillor John Marshall	Agenda Item 7 (Quarter 1 2013/14 Performance – The Barnet Group)	Non-pecuniary interest as a Council appointed representative on the Board of The Barnet Group Ltd
Councillor Ross Houston	Agenda Item 7 (Quarter 1 2013/14 Performance – The Barnet Group)	Non-pecuniary interest as a Council appointed representative on the Board of The Barnet Group Ltd

4. PUBLIC QUESTION TIME

Details of the questions asked and the published answers were provided with the agenda papers for the meeting. Verbal responses were given to supplementary questions at the meeting.

5. MEMBERS' ITEMS

None.

6. KIER CONTRACT - PERFORMANCE REPORT

The Head of Corporate Programmes, James Wills-Fleming, presented a report which set out the performance of the Strategic Partnership Agreement with Kier London for the delivery of construction schemes under the Primary School Capital Investment Programme (PSCIP) as at June 2013. Members were advised that the final two schemes to be delivered by Kier under the Strategic Partnership were on-site, under construction and due to complete in 2014. The Committee heard that, since Kier had been appointed in 2008, the overall performance of the Partnership had not dropped below good. Furthermore, no single Key Performance Indicator (KPI) had scored below satisfactory. It was noted that the total spend on the contract in which would deliver a total of 12 schemes was projected to be £83,981,452.

The Head of Corporate Programmes advised the Committee that the Strategic Partnership Agreement had been a successful venture that has delivered all projects on time and in budget.

A Member noted that the total cost of all schemes was projected to come within budget, but questioned whether changes to individual schemes budgets, in particular the reduced cost per square metre, would effectively reduce the quality of school developments completing later in the contract lifecycle. Responding to this, the Head of Corporate Programmes confirmed that each scheme had its own contract which ensured that quality of later schemes would be comparable with those completed earlier.

Committee Members were advised that after the Strategic Partnership Agreement expires the development of new and existing schools would continue to be a priority for Barnet.

The Chairman highlighted that the Kier contract had delivered high quality schools in the borough and the Committee noted that positive management of this contract had resulted in a benchmark for Council in being able to deliver major projects and attract additional funding.

RESOLVED that the Kier Contract Performance Report be noted.

7. QUARTER 1 2013/14 PERFORMANCE

The Head of Commercial, Kari Manovitch, presented the Quarter 1, 2013-14, Performance Report for four of Council's major commercial partnerships. The Committee were advised that two of the contracts had only recently transitioned from being in-house (the New Support and Customer Services Organisation (NSCSO) (now the Customer Support Group (CSG)) on 1 September 2013, and Development and Regulatory Services (DRS) contract (now RE) on 1 October 2013, and as such performance reported for Quarter 1 was based on in-house data.

HB Public Law

The Committee considered the performance report for HB Public Law. It was noted that a 20% reduction in the use of external counsel was being reported (9.3, p.21) and the Head of Commercial confirmed that, due to being a larger practice with broader expertise, HB Public Law were able to provide advice to service areas which had historically been commissioned externally.

Noting that the risk register had indicated that a Management Agreement should have been finalised by 31 July 2013 (p.40), a Member asked if this had been completed and whether quality and value for money measures would be provided as part of Quarter 2 reporting (p.34). The Head of Commercial confirmed that this was the case and stated that there had been on-going work with HB Public Law to understand how best to measure quality and value for money which would result in additional measures being reported in quarter 2. Customer satisfaction had been measured since the beginning of the contract.

The report forecast an overspend of £254,000 for the year as a result of additional hours in Quarter 1 and shortfall on income recovery (p.31). A Member noted that the performance report for DRS referred to under-resourcing at HB Public Law as a cause of scheme slippage in the growth and regeneration programme (p.81). In response to these issues, the Head of Commercial assured Members that HBPL had engaged extensively with the service to remedy this and it was no longer a major issue.

Responding to further questions on the risk posed to the future sustainability of HB Public Law (p.39), the Head of Commercial advised that the Customer Support Group (CSG) had continued to use the HB Public Law service under Capita, discussions were being held with DRS (now RE) for a similar arrangement, Further, whilst the contract with Barnet Homes was being debated in order to remove the Council from the position of 'middleman', the expectation was for Barnet Homes to continue to procure legal services from HB Public Law.

The Barnet Group

The Director of Operations, Derek Rust, and Head of Housing Options, Kate Laffan, for Barnet Homes introduced the performance report for The Barnet Group.

In response to questions on the effectiveness of actions being taken to address the fact that Barnet was one of the worst performing boroughs in London in terms of emergency accommodation, the Director of Operations for Barnet Homes described how they were trying to restrict the problem from worsening through the recent adoption of a Placements Policy and focusing on preventative measures to homelessness. Members heard that North London was a hotspot for temporary accommodation with 1 in 5 placements in England occurring in the area. Consequently this was a significant challenge. It was noted that the report provided the total number of households placed in emergency accommodation and that Barnet was ranked 27 out of 33 boroughs (p.44). Members commented that, due to Barnet having the largest population of the London boroughs, performance comparison would be more effective if the data reported this figure as a percentage against total households in the borough.

Regarding the challenge of reducing the average length of time spent by households in short-term nightly accommodation (p.48); a Member queried the review of the definition of short-term nightly purchased accommodation. The Head of Housing Options for Barnet Homes confirmed that, whilst this had been explored, there would be no change to the definition.

In response to questions as to whether collaborative or regional approaches were being considered, Members heard that Barnet Homes were working closely with Haringey, Islington and other boroughs to pool ideas and share resources. However, the purchase of emergency accommodation was a highly competitive market as boroughs sought to purchase wherever there was availability and at the best price and this did not always result in collaborative approaches.

The Head of Housing Options described how out of borough placements were being revised following the recently adopted Placements Policy which came in to force in October 2013. To date, aside from emergency accommodation, there had been 50 placements outside of the borough, all of which had been voluntary. Consideration had been given towards a joint procurement approach to out-of-borough placements. In response to a question on the assessment method used to decide out-of-borough placements, the Head of Housing Options stated that the Placements Policy will ensure a full test of the suitability of such accommodation taking into account the individual circumstances of the applicant.

A Member asked how Barnet Homes were proposing to address the increased level of arrears as a percentage of debit (p.49). The Director of Operations stated that this had become a more significant challenge in recent months due to the under-occupation charge and the trend was set to continue. Under-occupation arrears had increased by £50,000 in Quarter 1. The Committee heard that the actions being taken to improve performance in this area included additional staff being appointed to concentrate on this issue, increased benefits advice, job support and assistance with moving to smaller accommodation.

Following discussion on a number of KPIs where for which performance could be largely affected by national policies, it was asked whether the targets set were currently fit for purpose or in need of review. The Director of Operations for Barnet Homes agreed that it

illustrated the need for a wider context to be given when considering performance in affected areas. However, it was felt that these measures were important in maintaining the motivation and focus on improvement. The Head of Commercial agreed that environmental context had to be considered when assessing performance across all the contracts as the factors affecting performance often changed throughout the year.

A Co-opted Member asked why, given that rent collection was a challenge, the link to the facility to pay online did not work. The Director of Operations said that although other payment methods, such as payment by card, had been recently introduced, the problem with the facility for online payments would be investigated.

In reference to a question on the benchmarking data provided in the report (p.60) the Head of Housing Options confirmed that as more data became available from other neighbouring authorities there would be improved benchmarking measures from quarter 2 onwards.

New Support and Customer Services Organisation (NSCSO) / Customer Support Group (CSG)

The Head of Commercial, Kari Manovitch, Deputy Chief Operating Officer, John Hooton, and CSG Partnership Manager, Marcus Hobbs, introduced the performance report for NSCSO. The Committee noted that, following the transition to Capita on 1 September 2013, future performance reports would be published under the new name of CSG (Customer Support Group) and that the report for Quarter 1 summarised performance data whilst the service was still being provided in-house.

Responding to Members' questions on contact centre performance (p.66), the CSG Partnership Manager confirmed that, since Revenues & Benefits calls were now routed to Capita staff in the first instance, and then routed to Barnet staff when all Capita staff are engaged. This process ensures that Capita staff are always utilised to maximum capacity. Performance in Quarter 2 was expected to report as being close to target and on target from Quarter 3 onwards.

Members requested information on the level of training given to contact centre staff on understanding local government. The CSG Partnership Manager agreed to provide specific detail on this to Members subsequent to the meeting.

The CSG Partnership manager explained that all Contact Centre staff are provided with induction training that provides an overview of Barnet Council and its services and additional service specific training dependent upon the service area to which staff are assigned. The Contact Centre has been experiencing significant turnover of staff and the high number of temporary staff has led to some training issues which are now being addressed.

A Member asked why the target for apprenticeship placement had been set so low (at one) and the reason for failing to meet this target. The CSG Partnership Manager explained that this was a new measure which, once filled, would become an increasing target over time.

Members stressed the importance of benchmarking performance, to which the CSG Partnership Manager described how this was an on-going process which was expected to be finalised and reported from Quarter 3. The Head of Commercial added that there

were already several new indicators being reported and this also accounted for the gaps in trend information which Members had identified.

Referring to a question from a Member on the responsibility to ensure that all Council owned buildings had the required compliance certification (p.63), the CSG Partnership Manager stated that Capita had a duty to maintain 100% compliance throughout the contract. However, as Council had a duty to identify any buildings that were not compliant and bring them up to standard before handover, this could require additional investment.

Development and Regulatory Services (DRS) / Regional Enterprise (RE)

The Head of Commercial, Lead Commissioner for Housing & Environment, Declan Hoare, DRS Partnership Manager, Mark Holmes, Enterprise and Regeneration Lead Commissioner, Cath Shaw, and Head of Regeneration, Tony Westbrook, introduced the performance report for DRS. The Committee noted that, following the transition to the joint venture company Re Ltd. in October 2013, future performance reports would be published under this name and that the report for Quarter 1 summarised performance data whilst the service was still being provided in-house.

In response to a question from a Member on the air quality grant of £260,000 that had been secured from the Greater London Authority, the Lead Commissioner for Housing & Environment would ask colleagues from Environmental Health to provide more information to Members on the scheme subsequent to the meeting.

The Enterprise and Regeneration Lead Commissioner, following a Member's question, confirmed that all of the secure tenants that had been required to relocate as part of the Stonegrove/Spur Road regeneration project had now been moved and demolition of the site was underway.

Questions on the reasons for unchallenging targets for bringing empty properties back in to use (p.82) and increasing the number of homes with burglary prevention measures (p.94) would be forwarded to the relevant officers and responses would be provided subsequent to the meeting.

Committee Members discussed the risks to maintenance of footpaths and roads and sought clarification on what would happen after week 14, which had been identified as the estimated time at which the budget for such maintenance would be expended (p.92). The DRS Partnership Manager stated that Capita would seek to make value-for-money savings in this area but that Council may need to consider wider budget issues for Highways.

Following general questions on KPIs and penalties, the Head of Commercial acknowledged that due to the diversity of council responsibilities there would be areas where KPIs would appear to be in competition, however strategic priorities need to be clear. The example given by a member was a reduction in death rates being a risk to Cemetery and Crematorium incomes. It was acknowledged that a number of KPIs were still awaiting baselines and therefore targets being established, however the Head of Commercial stated that this would not reduce the overall amount of money at risk against their achievement, because the total would be distributed across other KPIs until the baselines and targets were set.

RESOLVED that:

- 1. The Quarter 1, 2013-14 Performance Report be noted;**
- 2. The CSG Partnership Manager to provide specific detail on training being given to contact centre staff;**
- 3. The Lead Commissioner for Housing & Environment to provide information to Members on the Air Quality Fund Scheme;**
- 4. Officers be asked to provide rationale for the reduced target for bringing empty properties back in to use;**
- 5. Officers be asked to provide rationale for the reduced target for increasing the number of homes with burglary prevention measures;**
- 6. It be recommended to The Barnet Group that the facility to pay online be fixed as soon as possible on the Barnet Homes website;**
- 7. Given the delay between the availability of quarterly data and the scheduling of the committee meetings, Officers be asked to include up to date narrative on trends and actions when compiling performance reports for the Committee; and**
- 8. Members be provided with links to performance data as soon as they are published in order that key areas of interest may be identified in advance of Committee meetings.**

8. CAPITA / CAPITA PROPERTY & INFRASTRUCTURE PRESENTATION

The Barnet Partnership Director, Mark Wyllie (Capita), Transformation Director, Robert MacDougall (Capita), Services Director, Mike Hainge (RE Ltd.) and Operations Director, Alun Parfitt (RE Ltd.), gave a presentation to Committee on the strategic objectives and improvement road maps for the CSG and DRS contracts.

The Head of Commercial introduced the item by putting in to context the services being outsourced. Members heard that the CSG and DRS contracts represented around 11% and 4% respectively of the total services provided by the London Borough of Barnet.

Members noted that Capita and RE Ltd. meetings would not ordinarily be public nor provide publically available minutes, although they would be subject to Freedom of Information (FOI) obligations. The Head of Commercial assured Committee that the Council was committed to transparency and provide full monitoring information through this committee, in addition to the defined audit procedures detailed in the publically available contract.

Seeking clarification on the meaning of the 'new relationship with residents' highlighted in the presentation, Members asked how residents would be engaged with and have their complaints heard. The Capita directors described how residents were to be consulted as part of a co-design process that would support the development of personalised web-portals and accounts which would be accessed online, over the phone and face-to-face.

Complaints and escalations would be recorded and measured across the contract as part of the performance framework.

On matters relating to the joint venture company, Re Ltd. Members asked for detail on the growth targets that had been set. It was noted that the income to Council was a guaranteed minimum and not at risk if projected growth was not realised. The Directors present stressed, however, that the aim was to exceed growth targets. It was noted that KPIs relating to customer satisfaction were set to be intentionally challenging to ensure that the relationship was a success and in order to attract further business.

Committee heard that the contract with Barnet prevented other joint venture operations being set up with Capita across the south of England which would ensure that services being provided by RE to councils and businesses outside of the borough would be of direct benefit to Barnet.

In response to questions on the Members about the arrangements for carrying out non-delegable statutory duties, Re Ltd. Directors detailed how all relevant staff had signed joint-employment contracts which retained accountability to Council when fulfilling such responsibilities. Extensive legal advice had been sought to ensure that this approach complied with statute.

In response to questions relating to continuity of service, it was noted that Capita recognised the importance of a system which was designed to be able to adapt to changes to legislation and priorities. New IT hardware and software would be provided and maintained throughout the life of the contract. The Head of Commercial confirmed that there was an obligation for Capita to transfer assets back to Council at the end of the contract.

A member asked whether the council could audit Capita. Mark Wyllie explained that the Council did not have the right to audit Capita Group, whilst the Head of Commercial confirmed that the contract with Capita gave the council the right to audit the RE services.

Member asked for detailed information on around £30m in payments made to Capita prior to the commencement of the CSG & RE contracts on 1 September 2013 and 1 October 2013 respectively. The Member questioned the relationship of these payments to the investment amounts quoted in the presentation of £16m under the CSG contract and £15.9m under the RE contract. The Head of Commercial agreed to provide a response to the Member after the meeting. Committee asked that the response be made publically available.

At the conclusion of the presentation Committee Members recorded a vote of thanks to the Directors of Capita and Re Ltd. and requested that the presentation be made publically available.

RESOLVED:

- 1. That the presentation be noted and made publically available on the Council website; and,**
- 2. The Head of Commercial to provide Members with detail on monies paid to Capita for services provided prior to the CSG contract going live.**

9. FORWARD WORK PROGRAMME

Committee noted that the report detailing the staffing structure and financial resources dedicated to managing key external contracts had been deferred due to management arrangements being finalised. Overview and Scrutiny Officer, Ash Tadjrishi, advised that it would be possible for Committee to receive the report at its meeting of 13 January 2014.

RESOLVED that the External Contracts – Management Resources report be included on the Forward Work Programme to be considered at the 13 January 2014 meeting.

10. ANY OTHER ITEMS THE CHAIRMAN DECIDES ARE URGENT

None.

The meeting finished at 9.48 pm

Agenda Item 1(b) - Update on matters for which follow-up action had been requested.

Responses to resolutions which were passed by Contract Monitoring Overview and Scrutiny Committee at its meeting of 9 October 2013 as follows:

1. The Chairman to write to the Director for Place to request that a formal response to the following be provided to all Committee Members:

- Details of enforcement areas requiring signs and lines improvements and a schedule for completing these works.
- The Cabinet Member for Environment, Housing & Environment Lead Commissioner and Street Scene Director to undertake a root and branch review of parking service operations with a view to rationalising the operation to improve the customer journey.

A response was sent to Members via email on 20 December 2013

2. The Lead Commissioner for Housing & Environment to provide information to Members on the Air Quality Fund Scheme.

Information on the scheme was sent to Members via email on 19 December 2013

3. Officers to provide rationale for the reduced target for bringing empty properties back in to use.

Response from Officers as follows:

Experience has shown that different empty properties can involve significantly varying levels of resource and time to resolve. Some simply require an initial contact with the owner to prompt action to bring the property back into use. Other properties however can require lengthy and resource intensive activity, including; negotiation, investigation (often involving tracing overseas owners), giving of empty property grants and in some cases enforcement action such as compulsory purchase. Although the target for last year was 100 properties back into use, we achieved over 200 as an effort was made to deal with the easier cases, or the 'low hanging fruit'. For this year we recognised that there would be less of the easier cases and more of the resource intensive cases to deal with and so we kept the target at 100 to reflect this. In essence, last year's performance was a one-off that is unlikely to be repeated.

4. Officers to include up to date narrative on trends and actions when compiling performance reports for the Committee.

Members will be provided an update on trends and actions being taken since the Quarter Two report at the January meeting.

5. That the Capita presentation be made publically available on the Council website.

The presentation was published online on 10 October 2013.

6. The Head of Commercial to provide Members with detail on monies paid to Capita for services provided prior to the CSG contract going live.

The response from the Head of Commercial was sent to Members on 23 October 2013 and published online.

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Meeting	Contract Monitoring Overview and Scrutiny Committee
Date	13 January 2014
Subject	Quarter 2 Performance of the Council’s Major Commercial Partnerships
Report of	Commercial & Customer Services Director
Summary of Report	This report covers the performance of two live contracts (HB Public Law and Barnet Group, comprised of Barnet Homes and Your Choice Barnet), the in-house delivery unit DRS and a mixture of in house (NSCSO) and outsource delivery (CSG) for support services at quarter 2, 2013-14

Officer Contributors	Claire Symonds, Commercial & Customer Services Director
Status (public or exempt)	Public
Wards Affected	All
Key Decision	No
Reason for urgency / exemption from call-in	N/A
Function of	Overview and Scrutiny Committee
Enclosures	APPENDIX 1 – Overview of major contract performance APPENDIX 2 – HB Public Law Q2 Performance APPENDIX 3 – Barnet Homes Q2 Performance APPENDIX 4 – DRS Q2 Performance APPENDIX 5 – CSG Q2 Performance APPENDIX 6 – Your Choice Barnet Q2 Performance
Contact for Further Information:	Claire Symonds, Commercial & Customer Services Director, Claire.symonds@barnet.gov.uk

1. RECOMMENDATION

- 1.1 That the Contract Monitoring Overview and Scrutiny Committee consider the information in this report and associated appendices and make comments and recommendations as appropriate.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Council, 16 April 2013, (item 4.3) – approved recommendations from the Constitution Ethics and Probity Committee, which included the establishment of a Contract Monitoring Overview and Scrutiny Committee with responsibility for scrutinising the performance of the main externalised contracts

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The three priority outcomes set out in the 2013/16 Corporate Plan are:
- Promote responsible growth, development and success across the borough
 - Support families and individuals that need it – promoting independence, learning and wellbeing
 - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study
- 3.2 All the commercial partnerships are intended to contribute to one or more of these priorities.

4. RISK MANAGEMENT ISSUES

- 4.1 Risks with a rating of 12 or above are reported as part of the Council's quarterly performance monitoring process, and the risks that were live at quarter 1 can be found in the reports that are contained in the appendices. The reports for HB Public Law (HBPL) and Barnet Homes include all risks, not just those rated 12 or above.
- 4.2 Many of the risks reported at Q2 will continue to be live, whilst some will have been closed or replaced.
- 4.3 The Council maintains its own separate risk logs for all major contracts, which are informed by the risks reported by each partner. The Council's risk log for each contract will be published in the council's quarterly performance reports and reported internally and externally as part of the routine performance cycle. The same applies to the Barnet Group and HBPL contracts.
- 4.4 Each partner reports their risks at least monthly to the Council for review by the commercial team and respective contract boards.

5. EQUALITIES AND DIVERSITY ISSUES

5.1 Each contract places obligations on our partners to support the Council in carrying out its public sector equality duty (as set out in the Equality Act 2010).

5.2 This means having due regard to the need to:

a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;

b) advance equality of opportunity between those who share a relevant protected characteristic and those who do not;

c) foster good relations between those who share a relevant protected characteristic and those who do not.

The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent.

5.3 Effective contract management is vital to ensuring that the Council's duties under the Equality Act 2010 are supported by its partners.

5.3 Equality performance will be monitored by collecting data on service usage, customer feedback and specific performance indicators. Where service changes affecting residents or service users are proposed, equality impact assessments will be undertaken, and where needed, these will include consultation with residents or service users.

6. USE OF RESOURCES IMPLICATIONS (FINANCE, PROCUREMENT, PERFORMANCE & VALUE FOR MONEY, STAFFING, IT, PROPERTY, SUSTAINABILITY)

6.1 The council is forecasting an overspend on HB Public Law of £0.294m due to the cost of additional hours purchased in quarter 2. Whilst the use of HBPL is higher than that originally budgeted and forecast for 2013-4, it is consistent with previous years' usage, and the council is benefitting from increased use of in-house HBPL lawyers rather than external lawyers. Between 2011-12 and 2012-13 there was a 20% reduction in the use of external counsel, saving the Council £110,000.

6.2 The council is forecasting an overspend for Barnet Homes of £0.729m. This is as a result of cost pressures on temporary accommodation. The Council is working closely with the Barnet Group on a strategy to increase the supply of social housing and thereby reduce the use of temporary accommodation.

6.3 DRS (now RE) and CSG are both forecast to stay within their respective budgets. As previously reported the additional cost arising from the delay caused by the application for Judicial Review has been met from reserves.

- 6.4 The overall savings forecast to be delivered by the CSG and RE contracts are £125.4m and £39m respectively. In 2013/14, the savings profiled in the MTFs are £1.908m and £1.755 respectively, although savings for both contracts are expected to exceed this. For CSG, Capita has 8% of fee at risk against 31 KPIs and 3 super KPIs. For RE there is 10% of fee at risk against 53 KPIs and 6 super KPIs. Service credits will not be applied until quarter 3, at which point Capita will have been running CSG for 4 months and RE for 3 months.
- 6.5 Performance analysis can be found in section 9, Background information, and full performance data is contained in the Q2 performance reports in the appendices.

7. LEGAL ISSUES

- 7.1 The management of contracts is governed by the terms and conditions of each contract, and common law.
- 7.2 Where legal expertise is required by the Commercial Team, this will be sourced in the first instance from the specialist contract team within HB Public Law. An exception to this would be in the event that the Council required independent legal advice with respect to its Inter-Authority Agreement with Harrow for HB Public Law itself, where legal advice would be sourced from an appropriately qualified independent legal adviser instead.

8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)

- 8.1 The roles and terms of reference of all overview and scrutiny Committees are contained within Part 2, Article 6 of the Constitution; and in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution). The Contract Monitoring Overview and Scrutiny Committee is responsible for scrutinising reports from the Commissioning Group, Delivery Units and Lead Commissioners detailing the performance against targets that are included within the Corporate Plan and otherwise relating to the services provided by the Customer & Support Group, Development & Regulatory Services, The Barnet Group Ltd, HB Public Law and NSL (external Delivery Units) NSL and other major contracts, and to be able to challenge external providers.

9. BACKGROUND INFORMATION

- 9.1 Appendix A shows the summary of performance across the four delivery units within scope of the Commercial function. Of the indicators reported, the balance of met and missed targets was 80% met (43 targets rated as green) and 20% missed (11 targets rated as red, red-amber, or green-amber).

9.2 A summary of performance highlights and challenges is included below for each delivery unit. Your Choice Barnet performance is covered separately in Appendix 6.

9.3 At the last meeting of the committee, it was acknowledged that there was some considerable delay between the availability of quarterly data and the scheduling of the committee meetings. It is intended that more up-to-date data be provided to Members before this meeting.

9.4 **HB Public Law -83% of targets met**

5 of the 6 performance targets were met, successes including:

- 100% positive responses to client satisfaction forms returned.
- On going increase in the volume of work that would have previously been outsourced
- Increased training being provided by HBPL to delivery units

More detail can be found in Appendix 2.

9.5 **Barnet Homes – 79% targets met**

15 out of 19 performance targets were met, successes including:

- The first new Council housing in a generation has started on site at Alexandra Road
- Leasehold satisfaction increased by 7.3% on 2010 levels to 47% using a STATUS compliant survey. This is a 16% increase since 2008
- Barnet Homes is in the top quartile in 5 out of 7 Key Performance Indicators (KPIs)

Areas of particular challenge identified as requiring further action were:

- the number of households placed in emergency accommodation, which was 638 instead of the target of 500
- a continued increase in rent arrears

As reported previously, levels of demand for social housing have led to an increased number of households being admitted into emergency accommodation. Despite a number of successful initiatives aimed at increasing affordable supply, continuing demand has meant that numbers in emergency accommodation remain high.

Rental income collection remains a concern, as arrears have continued to increase. An arrears recovery action plan is in place to address arrears under performance. This includes actions to improve the performance of individual officers in the Rental Income Team

More detail can be found in Appendix 3.

9.6 DRS – 90% targets met

This quarter's performance results will reflect council performance – it is not until quarter 3 results that performance will be the responsibility of the new joint venture RE, which commenced on 1 October 2013.

10 out of 11 reported performance targets were met, successes including:

- Stonegrove Spur Road: Construction for Phase 5 (Acadamy Lane) and Phase 6b (Kings Lane Mews) has commenced to deliver 198 new homes.
- Successful prosecutions were carried out to tackle poor conditions in the private housing sector.
- Successful completion of mobilisation and due diligence with minimal disruption to service delivery.

Areas of particular challenge identified as requiring further action were:

- Pressure on Highways Maintenance budget

The Council began collecting data for 36 additional key performance indicators in quarter 2 that are part of the agreed set of 59 KPIs for RE. This leaves a further 12 key performance indicators that RE will begin collecting baseline data on from 1 October 2013. Whilst baselines are being established, service credit points will be redistributed across the live KPIs so that the total fee at risk remains the same throughout the year.

More detail can be found in Appendix 4.

9.7 NSCSO/CSG – 75% targets met

15 out of 20 performance targets were met, successes including:

- 8 services and 413 staff (385 FTE) transferred successfully with no major operational issues arising. The overall health and performance of the service remains good
- Good progress has been made to ensure PSN compliance following the new Zero Tolerance policy. Both Capita and the Council are now focussing considerable joint effort and resources to the project - work is on-going and of the 75 issues identified originally, only 3 remain.
- Estates - succeeded in the short notice relocation of the Somali Bravanese Community Centre to Barnet House and dealt with the challenge of preparing for and supporting the Council during the Fire Fighters Strike.

Areas of particular challenge were:

- Baseline of Civic Estate condition surveys
- Performance against Key Performance Indicators for benefits speed of processing and accuracy was above target but represents a challenge as this is achieved through the implementation in December 2012 of a face to face operating model using 16 staff that Capita state was not built into their offer or price which assumed all benefits processing staff were located outside Barnet..

Quarter 2 performance for this delivery unit will comprise two months where the delivery unit was managed in house, and one month, September, when it was managed by Capita, with the new name of Customer and Support Group (CSG). Because of this, the service credits that are applied to KPI results as part of the payment system will not be applied to CSG until quarter 3, and at this point there will be four month's of credit available.

More detail can be found in Appendix 5.

- 9.8 The Q2 performance report for Your Choice Barnet, which is contract managed by the Adults and Communities Delivery Unit, can be found at appendix 6.

10. LIST OF BACKGROUND PAPERS

- 10.1 All quarterly delivery unit performance reports are published on the council's website at www.barnet.gov.uk/performance

Cleared by Finance (Officer's initials)	AD
Cleared by Legal (Officer's initials)	PM

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APPENDIX 1 – Overview of major contract performance

1. BUDGETARY PERFORMANCE

Delivery unit	Revenue budget actual variance £'000	Capital actual variance £'000
HB Public Law	294	n/a
Barnet Homes GF	729	273
Barnet Homes HRA	697	(500)
DRS	0	(5,537)
CSG	0	(20)

2: PERFORMANCE INDICATORS SUMMARY

Delivery unit	Total no. of KPIs	RAG ratings			Positive/neutral DoT*	Negative DoT*	No. of indicators reporting
		Green	Green amber	Red			
HB Public Law	6	3	0	1	3	1	4
Barnet Homes	24	15	3	0	13	5	19
CSG	31	15	1	1	20		20
DRS	12	10	0	0	7	1	12
Total	73	38	4	2	43	7	55

*Please note: Where the direction of travel is N/A or blank this has not been included in the statistics.

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HB Legal Services– 2013/14

1.1 DELIVERY UNIT DASHBOARD

Revenue budget projected year end variance £000	Capital actual variance £000	Management Agreement Performance
294	N/A	2.5

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements
100% positive responses to client satisfaction forms returned in the period.
On-going increase in the volume of work being done that would previously have been outsourced.
Increased training being provided by HBPL to delivery units and schools

Key Challenges	Actions required
Pressures on legal budgets	Close monitoring of spend, reduce use of legal advice where possible.
Creating a good relationship with Capita.	Establish relationship and ensure the needs/requirements of Capita are met.

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

Performance has generally been good with no real issues arising in the period. The shared service has continued to do more legal work in house to reduce the cost of expensive external solicitors and barristers. An example of this is employment tribunal work where it is estimated that some £110,000 has been saved in the last 12 months and some 2000 hours of work carried out in regeneration and property that would previously have been carried out by external solicitors.

2. BUSINESS PLANNING

2.1 Overview of performance against Management Agreement

Total No. of KPIs	RAG ratings			Positive/neutral DoT	Negative DoT	No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber			
6	3 (75%)	0 (0%)	1 (25%)	3	1	4

See comments at 2.2 below

2.2 How is the Delivery Unit achieving against its Key Performance Indicators (KPIs): Escalated KPIs only

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking

The KPI is made up of the sub-targets below:

HBL001 (a)*	No. of hours to acknowledge emails (24 target)	Jul 13 - Sept 13	N/A	95%	22/24	92%	3.5%	N/A	Local Indicator
HBL001 (b)*	No. of working days to reply to emails (target 5)	Jul 13 - Sept 13	N/A	95%	23/24	96%	0.9%	N/A	Local Indicator
HBL001 (c)*	No. of days to reply to fax or letter (target 10)	Jul 13 - Sept 13	N/A	95%	24/24	100%	5.3%	N/A	Local Indicator
HBL001 (d)*	No of working days to open a file (target 5)	Jul 13 - Sept 13	N/A	95%	18/24	75%	21.1%	N/A	Local Indicator
HBL001 (e)*	No. of days to respond to non-urgent requests (target 10)	Jul 13 - Sept 13	N/A	95%	22/23	96%	0.7%	N/A	Local Indicator

Although the performance was down at 91% this was due to the 75% outturn for the KPI relating to file opening. During the period files were not opened in a timely manner but this is largely an administrative matter and has no real effect on service. It is measured as it part of the LEXCEL accreditation process. LEXCEL is the Law Society administered quality accreditation in relation to legal practice management standards. The matter is now being addressed. Without this measure the outturn would have been 95% (on target).

2.3 Interventions & Escalations

KPI NO	Comments and Proposed Intervention
HBL001	
To ensure timely response to all instructions/matters	<i>Level 1 – HBPL have put in place remedial action to ensure that files are opened in a more timely fashion</i>

3. RESOURCES AND VALUE FOR MONEY

3.1 Revenue

Description	Original Budget £000	Variations		Comments	% Variation of revised budget	
		Budget V1 £000	Q2 forecast £000			Variation £000
Legal Services	1,908	1,932	2,226	294	Purchase of additional hours and shortfall in projected income.	15.2%
Total	1,908	1,932	2,226	294		15.2%

3.2 Capital

N/A

4. OVERVIEW OF DELIVERY UNIT

4.1 Risk Overview

Risks are unchanged from last quarter with the exception of the risk relating to Barnet Homes which has been deleted as Barnet Homes have agreed to reimburse Barnet Council for the full cost of legal services provided by HBPL. The one risk that scores 12 remains the risk that budgets will be exceeded. This risk is continues to be monitored by both the Contract Manager and the Delivery Units.

Appendix

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
HBL002	% of clients giving a rating of satisfactory, good, or excellent	Jul 13 - Sept 13	93%	90%	78/78	100%	11.1%	▲ 7.2%	Local indicator
HBL004 (a)	Appropriate accreditation of the service	Jul 13 - Sept 13	100%	100%	3/3	100%	0%	↔ 0%	Local indicator
HBL004 (b)	Ensure all staff are appropriately qualified	Jul 13 - Sept 13	100%	100%	84/84	100%	0%	↔ 0%	Local indicator

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Barnet Homes– 2013/14

1.1 DELIVERY UNIT DASHBOARD

	Revenue budget projected outturn variance £000	Capital projected outturn variance £000	Corporate Plan Performance	Management Agreement/Contract Performance
General Fund - Housing Needs and Resources	729	273	2	15.5
Housing Revenue Account	697	(500)		

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements

The first new Council housing in a generation has started on site at Alexandra Road.

Leasehold satisfaction increased by 7.3% on 2010 levels to 47% using a STATUS compliant survey. This is a 16% increase since 2008.

Barnet Homes is in the top quartile in 5 out of 7 Key Performance Indicators (KPIs)

Key Challenges

Homelessness and use of Emergency Accommodation continue to be of concern

Rent arrears have continued to increase

Actions required

Continuation of Level 3 Interventions to increase the supply of suitable affordable temporary accommodation and to reduce demand

Continuation of a Level 2 intervention and implementation of an arrears recovery action plan

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

Performance has improved this quarter, and overall continues to be delivered in line with targets. In comparison with other housing organisations in London, of the 7 KPIs where benchmark data is available, Barnet Homes is in the top quartile in 5, and there are none in the bottom quartile.

The principal concerns remain the growing demand for housing and the lack of supply of affordable accommodation, and the impact of Welfare Reforms. These are acute across London and particularly so in the North London Boroughs.

Barnet Homes has developed a project board with the Council's Delivery Unit Board to oversee a range of initiatives to address the growing pressures arising from an increase in Homelessness, and to meet the Corporate Plan Performance targets. It also continues to work closely with the Welfare Reform Steering Board to respond to the impacts of Welfare Reform.

Rental income collection remains a concern, as arrears have continued to increase. The termination of the Mitie gas contract continues to present a risk, though this is being managed to ensure statutory compliance.

Budget pressures remain for the General Fund, related to the cost of temporary accommodation, and for the Housing Revenue Account, related to income collection.

Barnet Homes won a national team of the year award in recognition of exceptional accounts payable practices, from APN News.¹

¹ Accounts Payable News® is committed to providing the latest in AP thinking to support, on a not-for-profit basis, all accounts payable professionals and to increase the awareness of Accounts Payable and the P2P process as a profession.

2. DELIVERING THE CORPORATE PLAN

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

CPI NO	Indicator description	Period Covered	Previous outturn ²	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking ³
8001a	Reduce the number of households placed in emergency accommodation ⁴ to 500	Rolling Month	630	500	N/A	638	27.6%	▼ 1.3%	Q1 13/14: Barnet ranked 29 out of 32 London boroughs for numbers in EA (B&B, shared facilities and self-contained TA). Figures range from 0 to 881 households. Neighbours: Hackney (19th), Brent (20th), Enfield (27th) and Haringey (32nd). Overall, 22 of the 32 boroughs had an increase in Q1 compared to Q4 of the previous year. In Q1 LBB had 0 households with shared facilities and had 0 households in B&B.
8001b	Reduce the average length of time spent by households in Emergency Accommodation ⁵ to 26 weeks	Rolling Month	31.7	26	N/A	34.6	33.1%	▼ 9.1%	No comparative data

² The relevant previous outturn used will either be the previous quarter, or the same quarter of the previous year. The same quarter of the previous year will be used for annual indicators, cumulative indicators (where the numbers add up during the year and are reported as 'year to date') and if the indicator is affected by seasonal fluctuations.

³ Benchmarking is being further developed. This data is extracted from CLG P1E returns.

⁴ Emergency Accommodation is nightly paid accommodation.

⁵ This CPI was formerly reported as short-term nightly purchased accommodation. It is the same as Emergency Accommodation.

2.2 Interventions & Escalations

CPI NO	Comments and Proposed Intervention
8001a Reduce the number of households placed in emergency accommodation to 500	Despite a number of successful initiatives aimed at increasing affordable supply, continuing demand has meant that numbers in emergency accommodation remain high. Initiatives in place include a revised direct-let scheme securing Private Rented Sector (PRS) properties which has already surpassed the 12/13 outturn with 176 lettings Year to Date (YTD); and a revised leasing scheme offer for landlords which has brought about increases in supply with approximately 40 units secured (including those in the pipeline) YTD. With further initiatives due to be delivered in Q3, such as a new pipeline of out-of-London properties in areas such as Luton, and a new Out-of-London project board created to help secure further supply, it is hoped that further increases to the total number of households in emergency accommodation will be minimised.
8001b Reduce the average length of time spent by households in emergency accommodation to 26 weeks	With continued challenges faced in providing move-on accommodation for households in emergency accommodation, the average length of stay increased in Q2. This will continue to pose a challenge in future months whilst market conditions remain buoyant. These issues are being addressed as part of the interventions identified above, although following the implementation of the new Placement policy as part of Localism changes, new households approaching the Council as Homeless, will increasingly be placed into other forms of Temporary Accommodation. Consequently, existing households are likely to remain in emergency accommodation longer, increasing the average length of stay.

3. CONTRACT REPORTING

3.1 Overview of performance against Management Agreement

Total No. of KPIs	RAG ratings			Positive/neutral DoT	Negative DoT	No. of indicators expected to report this quarter	
	Green	Green Amber	Red Amber				Red
24	15 (78.9%)	3 (15.8%)	0 (0%)	1 (5.3%)	13	5	19

Overall, this is an improvement on Quarter 1, with a reduction in red indicators from 4 to 1, and an increase in green from 11 to 15.

3.2 How is the Delivery Unit achieving against its Key Performance Indicators (KPIs): Escalated KPIs only

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking ⁶
HIF006	Current arrears as percentage of debit	Rolling month	2.7%	2.65%	1754013/59704189	2.9%	10.9%	8.8%	Barnet is in the second quartile in London.
HN012	Gas servicing completion	Rolling month	99.1%	100%	8834/8881	99.5%	0.5%	0.4%	Barnet is in the third quartile in London. Length of time CP12s outstanding: 0-10 wks: 24; 10-20 wks: 16; 20-30 wks: 6; 30+ wks: 1. Total: 47.
CC018	Complaint resolution at stage 1	Apr 13 - Sept 13	92.6%	93%	352/379	92.9%	0.1%	0.2%	No Comparative data
HIF008	Percentage of annual leasehold service charge collected	Apr 13 - Sept 13	21.5%	50%	1605157/3255897	49.3%	1.4%	129.5%	No Comparative data

3.3 Interventions & Escalations

KPI NO	Comments and Proposed Intervention
HIF006	<p>Level 2 Intervention. This was proposed for escalation to a level 3 intervention, but the Delivery Board on 6th November considered that sufficient controls are in place and it was retained as a level 2 Intervention.</p> <p>September performance outturn is disappointing with arrears levels some £190k above where Barnet Homes would</p>

⁶ Benchmarking is being further developed. Homeless data is from CLG P1E returns. Other is based on Housemark 2013/14 data for London Housing organisations.

	<p>expect to be at this stage, although Barnet is in the second best quartile for arrears performance across Housing Organisations in London. Data from benchmarking groups shows an increase in overall arrears for all members. One issue identified is the varying approaches authorities are taking to the awarding of discretionary housing payment. There has been a comparatively low level awarded in Barnet, which is being addressed through the Welfare Reform Delivery Board.</p> <p>An arrears recovery action plan is in place to address arrears under performance. This includes actions to improve the performance of individual officers in the Rental Income Team. Barnet Homes continues to work to set clear direction to the team to be more structured in their weekly working, adopting a more proactive approach via the phone, avoid unnecessary duplication and to be much firmer with tenants about their obligation to pay rent.</p> <p>Barnet Homes data shows that approx. £64k (33%) of the increase in arrears is due to the impact of the under-occupation charge introduced 6 months ago. (Approx. 400 households in arrears are affected by this charge) Additional resources have been recruited to focus on these cases, enabling Rent Income Officers to focus on the remaining bulk of cases. The additional resources focus on tenant engagement, supporting applications for discretionary housing payments and re-enforcing the range of options and responsibility to pay if they wish to stay. There has already been a three-fold increase in the number of DHP applications, with nearly 60% successful.</p> <p>Between April and September, 27 households affected by the under occupation charge have moved to smaller accommodation. Of these, 14 were achieved by mutual exchange and 13 by trade down. 13 of these moves took place in Aug and September, showing an increased take up of this option. Data from the ALMO benchmarking group indicates that this is an area where further progress could be made. A further matchmaking event of under occupiers and overcrowded households will take place in mid- November.</p> <p>Whilst Barnet Homes believes that the end of year target will be met, this will continue to be a challenge, and this indicator remains a risk. The overall impact on collection rates of Welfare Reform is not yet clear and it is as yet uncertain how successful legal action will be against those tenants in arrears for the under occupation charge. The court's approach has not as yet been tested.</p>
<p>HN012 Gas servicing completion</p>	<p>Level 1 Intervention</p> <p>The Quarter 2 result shows a compliancy figure of 99.5% against programme, with 47 properties outstanding and overdue. This result is due to the poor performance of current gas contractors MITIE, who, despite Barnet Homes supplementing the programme with additional contractor support over the month of September, have been unable to achieve their in-month profile targets.</p> <p>MITIE's contract will cease in April of 2014, however during the interim period Barnet Homes will be implementing various immediate and short term measures to adequately mitigate the risks involved, to include:</p> <ul style="list-style-type: none"> Engaging with Gas Safe registered providers where existing contracts are in place to provide supplementary

	<p>support on the programme, focussing predominantly on 'hard access' and long overdue properties.</p> <ul style="list-style-type: none"> Enhanced Client side management of the programme, to include the scheduling and tracking of appointments and validation of Certified documents. Additional resource to provide technical support and quality validation of contractor performance Additional quality control on MITIE delivered work (at contractor cost) Procurement of a replacement contractor by December 2013. It is expected that, if required, the new contractor could provide additional support to the servicing programme through to contract cessation.
<p>CC018 Complaint resolution at stage 1</p>	<p>Level 1 Intervention Of the 379 stage 1 complaints received in first 2 quarters, 96% were answered within 10 working days.</p> <p>There were 27 complaints (7%) escalated to stage 2 between April and September. 96% of these were responded to within 10 working days. The most common topic for stage 2 complaints was general repairs. 5 of the 27 complaints were upheld.</p> <p>1 Housing Options related stage 2 complaint was escalated to the Council at stage 3 between April and September. It was partially upheld.</p> <p>1 stage 2 complaint was escalated to the Tenant Panel over the period. The Panel did not refer the complaint on to the Housing Ombudsman.</p> <p>3 Ombudsman enquiries were received in the period. None were upheld.</p>
<p>HF008 Percentage of annual leasehold service charge collected</p>	<p>Level 1 Intervention Detailed analysis of income data indicated that income received was comparable with last year with over £2.7m being collected in the first 6 months of both years. However service charge collection performance was showing a reduction of over 10% when compared to previous years despite an actual reduction in the total service charge estimate. Barnet Homes have corrected a computer glitch which apportioned payments in the wrong clearing order. The corrected figure is now more in line with the target.</p>

4. RESOURCES AND VALUE FOR MONEY

4.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q2 forecast £000	Variation £000		
HNR General Fund	2,937	3,393	4,122	729	Over spend due to predicted increase in Temporary Accommodation numbers	21.5%
GF Total	2,937	3,393	4,122	729		21.5%

There is an anticipated £0.729m year-end overspend in the General Fund Housing Needs and Resources budget. This is due to the cost of temporary accommodation, related to a number of factors including:

- The government's welfare reforms
- Sustained increases in private rented sector rents in London
- A restricted mortgage market for first time buyers
- Migration of benefit claimant households from inner London boroughs to outer London boroughs
- Continued pressure created by decants and lease-ends of long-term temporary accommodation
- A competitive North London temporary accommodation market with almost 1 in 5 TA placements in England being made by North London boroughs

Description	Variations				Comments	% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q2 forecast £000	Variation £000		
LBB Retained	175	175	120	(55)	Underspend on Salaries	-31.4%
HRA Regeneration	1,126	1,126	1,057	(69)	Higher than budgeted recoverable of costs from dev	-6.1%
HRA Other Income and Expenditure (net)	(556)	(556)	265	821	Shortfall on HRA dwelling rents & HRA tenants service charges income	147.7%
Support Service recharges	576	576	576	-		0.0%
Interest on Balances	(80)	(80)	(80)	-		0.0%
HRA Surplus/Deficit for the year	(1,241)	(1,241)	(1,241)	-		0.0%
HRA Total	-	-	697	697		100.0%

There is an overall projected year-end Housing Revenue Account (HRA) revenue overspend of £0.697m. This is related to a number of factors:

- Underspend on salaries for LBB retained staff (55K)
- Anticipated increased recovery on 3rd Party charges for HRA regeneration (68K)
- Short fall in HRA dwelling rents & HRA Tenants service charges income (£821K). Dwelling rents are lower than anticipated due to higher than anticipated demolitions on regeneration. Full year effect could be £1.4mil loss. Further investigation is required as to whether service charges are being fully recovered from tenants
- Overall staffing and non-pay costs are also lower than anticipated in regeneration (£68K)

4.2 Capital

HRA	2013/14 Latest Approved Budget	Additions/ (Deletions) - Quarter 2	(Slippage) / Accelerated Spend - Quarter 2	2013/14 Budget (including Quarter 2)	Forecast to year-end	Variance from Approved Budget	% slippage of 2013/14 Approved Budget
	£0	£0	£0	£0	£0	£0	%
Major Works (excl Granv Rd)	6,219			6,219	6,219	0	
Granville Road	385			385	385	0	
Regeneration	6,135		(500)	5,635	5,635	(500)	-8%
Misc – Repairs	1,789			1,789	1,789	0	
M&E/ GAS	12,211			12,211	12,211	0	
Voids and Lettings	1,967			1,967	1,967	0	
New Affordable Homes	7,093			7,093	7,093	0	
HRA Total	35,799	0	(500)	35,299	35,299	(500)	-1%

HRA year-end capital spend is anticipated to be £35.3m. This is an increase of £7.0m from Quarter 1 and relates to the recent agreement to release funds for HRA new builds. This reflects the Government policy of 1 for 1 replacement of stock sold under the extended right to buy scheme, and the condition to pool receipts retained by LBB. The New Build schemes include the following:

- Brent Place 5 units
- Tarling Road 8 units
- Halden Close 13 units
- Bedford Road 5 units
- Park Road 3 units

A more detailed profile of the new build spend over the next 3 years will be made in Quarter3. In relation to Quarter 2 detailed above there will be £0.5m slippage relating to HRA Regeneration in West Hendon. In addition, retention amounts for the Granville Road scheme (400K) is at risk and likely to slip into 2014/15.

General Fund	2013/14 Latest Approved Budget	Additions/ (Deletions) - Quarter 2	(Slippage) / Accelerated Spend - Quarter 2	2013/14 Budget (including Quarter 2)	Forecast to year end	Variance from Approved Budget	% slippage of 2013/14 Approved Budget
	£000	£000	£000	£000	£000	£000	%
Housing	567	273	-	840	840	273	0%
The Barnet Group	567	273	-	840	840	273	0%

Housing General Fund capital relates to Alexandra road new build of 3 units. This scheme has been appropriated from the HRA to HGF. The additional 273K relates to refurbishment of temporary accommodation hostels under Housing Needs and Resources.

5. OVERVIEW OF DELIVERY UNIT

Performance in Homeless Preventions has significantly improved. Intervention actions will continue however, as part of the wider focus on Homelessness in order to address the growing gap in demand and supply, and to sustain improvement in this indicator.

Rental Income collection remains a concern. Current rent arrears have increased, and this indicator remains as a level 2 intervention. Leaseholder Service Charges which was previously a red indicator is now amber green following a data correction. Temporary Accommodation arrears have reduced and is now green.

Both Gas servicing and Complaint resolution were red/amber indicators and at level 1 intervention. Performance has improved in both areas, although they remain as level 1 interventions to sustain improvement.

5.1 Change projects

Project	Outturn	Direction of Travel	Commentary
<p>All Systems Go</p> <ul style="list-style-type: none"> • New I. T infrastructure • New HR system • New Housing system • New CRM system • New Intranet • New BI solution • New finance system • Mobile working solution 	Amber	▶	Phase 1 go live of the Housing Management system has been delayed from January to the end of March 2014. The system development will still be completed as planned but training will now be delivered over a longer period. The other systems remain on target. There is a query over the finance system and where a purchasing module fits into the specification.
<p>New Build</p> <p>20 started on site April 2014 220 completed homes by April 2016</p>	Amber	↔	First three homes due to complete in January. Issues with Property Services now largely resolved but there appear now potential challenges with approaches to pre planning conversations. Some of the infill sites continue to be challenging and have resulted in bringing forward more sites to initial feasibility with the resulting cost risks involved.
<p>Sustainable Tenancies Programme</p> <p>Providing a support mechanism where tenants can sustain their tenancies for as long as possible</p>	Green	↔	Work streams in respect of financial inclusion, welfare reform, flexible tenancies and employment & training continue to be delivered in line with the strategic plan
<p>Get Real Programme</p> <p>Providing support opportunities for young adults</p>	Green	▶	Second Get Real house went live in Q2 in East Finchley. Between the two Get Real houses there are 7 young people, aged 17-19 accommodated. All are in training or activities such as apprenticeships leading to employment. A floating support officer has been recruited who will enable the setting up of the third Get Real house by end of Q4.
<p>Leaseholder strategy</p> <p>Improving services, performance and satisfaction amongst leaseholders</p>	Green	↔	A survey of all leaseholders was undertaken in late August/ Sept and resulted in a 7% increase in satisfaction from 40% to 47%. Additionally the majority of areas surveyed showed an increase in satisfaction

<p>Community Engagement Strategy Developing a range of community engagement solutions in conjunction with customers</p>	<p>Green</p>	<p>↔</p>	<p>Community Engagement Strategy – The design of this strategy is in its infancy and workshops are being run to input views and ideas that can be incorporated.</p>
<p>Group People Strategy To become an employer of choice and Increase employee satisfaction</p>	<p>Green</p>	<p>↔</p>	<p>Implementation of the strategy continues with most of the activities supporting the All Systems Go project. Managers are supporting development of a new appraisal process and succession planning which includes the development of skills matrices.</p>
<p>New Business Strategy To win business that supports existing Barnet Homes business through engagement with the Council, tender responses, proactive selling and new product development</p>	<p>Green</p>	<p>↔</p>	<p>Following the success of two lots within the Council's early intervention and prevention tender, Barnet Homes is now actively delivering these services and ran a number of events over the summer holidays. They are currently working with a charity to explore the viability of working together and potentially bringing them into the Group. A viability assessment is due to be completed by December. Barnet Homes continues to explore options in respect of a community run nursery although have been unsuccessful in securing finance to date.</p>
<p>Telehealth To develop existing ASSIST service into a telehealth service</p>	<p>Red</p>	<p>▶</p>	<p>Barnet Homes is seeking clarity with the Council over plans for telehealth and telecare without which a business case for the investment into a telehealth service is questionable</p>
<p>Housing Options continuous review Improve service Improve satisfaction Increase in property Reduction in temporary accommodation</p>	<p>Green</p>	<p>↔</p>	<p>Service improving e.g. complaints handling, voids turnaround etc., restructure implemented and embedded in Q2. Further review of services under way- target for completion January 14 with further restructures by the end of Q4. Although more private sector properties have been acquired ytd than in all of 12/13 the service has implemented a project to focus on mitigating actions to increase supply out of borough.</p>

5.2 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:

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

Risk Commentary for Delivery Unit:

The top 2 risks are likely to continue for some time. The Council and Barnet Homes are working jointly to address the impacts and manage the actions. Monitoring is through corporate review processes.

The other 2 risks are being monitored through regular service performance review meetings, and are the subject of interventions and activity by Barnet Homes in conjunction with the Commercial Team.

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

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating
<p>Homelessness: There is a risk that homelessness and the subsequent provision of short term temporary accommodation will continue to rise.</p> <p>Cause: The Council has an obligation to house people that are homeless and support families who are intentionally homeless. Unemployment, economic downturn exacerbated by welfare and benefit reform and high market rents are the primary causes of homelessness, increasing gap between temporary accommodation subsidy rates and cost of the accommodation. Increasing the demand for housing and putting pressure on the supply of affordable housing.</p>	20	<p>LBB and Barnet Homes are developing plans to increase prevention activities; increase affordable housing supply; and, develop options of affordable supply in more affordable locations.</p> <p>An action plan is being monitored by Lead Commissioner and reported to Delivery Board monthly.</p> <p>Welfare and Benefit Programme (including partners) in place to determine impact. Performance indicators in place to monitor impact.</p>	Red	Current and on-going	16

<p>Welfare Reform: There is a risk that welfare reform will reduce the income stream to the HRA such that the council is unable to support future housing management strategy and policy.</p>	<p>16</p>	<p>Barnet Homes and LBB are jointly providing financial and strategic advice to residents affected by Welfare Reform. The Welfare Reform Steering Group is actively working to reduce the effects on Barnet residents. Use of Discretionary Housing Payments (DHP) to assist those hit by Welfare Reform. Work is continuing to understand numbers affected by Welfare Reform and whether there is any direct linkage between these and reduction in rental income. There is a focus on the implications of all aspects of welfare reform generally</p>	<p>Red</p>	<p>Current and on-going</p>	<p>9</p>
<p>Benchmarking: There is a risk that despite a robust performance management regime and operating within a budget, Barnet Homes is unable to demonstrate value for money with appropriate benchmarking.</p>	<p>12</p>	<p>Barnet Homes and the council are working to develop meaningful benchmarks that sit alongside existing KPIs from other Councils, ALMOs, RSLs. There will be robust management of the contract with measures to reverse under delivery and continued drive to reduce operating costs.</p>	<p>Amber</p>	<p>By March 2014</p>	<p>6</p>
<p>Gas certification: The responsive gas provider has served notice on Barnet Homes on the grounds that the contract is unaffordable. Risk to LBB of increased cost and/or inability to provide a statutory service.</p>	<p>12</p>	<p>The contract will run until March 2014. Barnet Homes will ensure service continuity by approaching organisations holding public sector frameworks. An arrangement will be entered into that will be available to provide back-up to the current provider. The performance of the current contractor will be monitored and the issue will be discussed at monthly meetings. Use the learning experience for any subsequent contract.</p>	<p>Amber</p>	<p>By Dec 2013</p>	<p>6</p>

5.3 Equalities

The following measures are included in the *Barnet Homes Management Agreement 2013/14*

Equalities description	Comments and Proposed Intervention
Reduce average length of time spent in emergency / B&B accommodation to 26 weeks irrespective of protected group	See CPI 8001(B). This is currently subject to a level 3 Intervention. See section 2.2
Placement of housing applicants into accommodation by type and location to be monitored by protected characteristics	This will be reported in Q3.

5.4. Customer Experience

Customer Experience data will be reported in quarter 3.

Appendix

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking*
EA001	Families in B&B for longer than 6 weeks	Rolling month	0	0	N/A	0	0%	↔ 0%	Barnet is one of 2 London Boroughs with no families in bed and breakfast. Q2
EA002	Percentage of statutory homeless appeals completed on time	Apr 13 - Sept 13	100%	100%	113/113	100%	0%	↔ 0%	No Comparative data
EA003	Total number of homeless preventions completed	Apr 13 - Jun 13	144	324	N/A	338	4.3%	▲ 134.7%	Barnet is in the top quartile in London for number of cases where homelessness was prevented and relieved per 1,000 households, (Q2 13/14). In 12/13 it was 16 out of 33 London Boroughs in absolute numbers, an improvement from 23rd in previous year.
EA004	Average days to re-let empty properties	Rolling month	16.7	19.5	N/A	16.6	14.9%	▲ 0.6%	Barnet is in the top quartile in London.
HH005	End to end time for Major Adaptations (weeks)	Apr 13 - Sept 13	16	19	N/A	16.5	13.2%	▼ 4.4%	No Comparative data
HF007	Temporary Accommodation arrears as percentage of debit	Rolling month	4.37%	4.09%	568281/14272029	4.0%	2.6%	▲ 9%	No Comparative data
HN009	Responsive repairs satisfaction	Apr 13 - Sept 13	97.9%	90%	2433/2478	98.2%	9.1%	▲ 0.3%	Barnet is in the top quartile in London

HN010	Responsive repairs first time fix	Apr 13 - Sept 13	69.9%	78%	11209/14202	78.9%	1.2%	▲ 12.9%	No Comparative data.
HN011	Tenant satisfaction with void condition	Apr 13 - Sept 13	98.1%	90%	115/1118	97.5%	8.3%	▼ 0.7%	No Comparative data
HN013	Satisfaction with gas contractor	Apr 13 - Sept 13	98.9%	90%	830/842	98.6%	9.5%	▼ 0.3%	No comparative data
HN014	Satisfaction with call handling	Apr 13 - Sept 13	96.7%	90%	8948/8996	99.5%	10.5%	▲ 2.9%	No Comparative data
ES015	Percentage of estates rated as 3 or 4 (satisfactory or very good)	Apr 13 - Sept 13	93.5%	93%	115/121	95%	2.2%	▲ 1.6%	Barnet is in the top quartile in London
ET016	Percentage of 2 year flexible tenants currently in training or employment	Rolling month	62.7%	70%	15/17	88.2%	26.1%	▲ 40.6%	No Comparative data.
CC017	Satisfaction with major works	Apr 13 - Sept 13	96.9%	95%	968/1000	96.8%	1.9%	▼ 0.1%	No Comparative data
CC019	Freedom of information responses on time	Apr 13 - Sept 13	100%	100%	20/20	100%	0%	↔ 0%	No Comparative data

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DRS – 2013/14 (renamed “Re” from Quarter 3)

1.1 DELIVERY UNIT DASHBOARD

Revenue budget projected year end variance £000	Capital actual variance £000	Corporate Plan Performance	Management Agreement/Contract Performance
0	(5,537)	2	9

Top 3 Achievements
<ol style="list-style-type: none"> 1. Stonegrove Spur Road: Construction for Phase 5 (Academy Lane) and Phase 6b (Kings Lane Mews) has commenced to deliver 198 new homes. 2. Successful prosecutions were carried out to tackle poor conditions in the private housing sector including : <ul style="list-style-type: none"> • The imposition of a £10,000 fine against the owners of a house in multiple occupation which was poorly managed and in a poor state of repair • The prosecution of a care home by Environmental Health for health & safety offences, following the death of an elderly resident resulting in a fine of £175,000. 3. Successful completion of DRS mobilisation and Due Diligence with minimal disruption to service delivery.

Key Escalations	Actions required
<p>Pressures on the Highways Maintenance budget have previously been raised as a concern. The ongoing requirements for increased funding continue to remain a challenge.</p> <p>Delivery of the Outer London Fund projects at North Finchley and Cricklewood requires close attention to ensure the delivery and funding deadlines set at 31st March 2014 are met.</p>	<p>Requests for additional funding to maintain budgets and capital funds required.</p> <ul style="list-style-type: none"> • Additional focus on programme and costs management. • The project team are working closely with the Architects, the GLA and internal Council Services to mitigate the risk of slippage. • Closer attention is being focused on the input required from other delivery units. • Additional project management resource is being secured.
<p>Brent Cross Cricklewood planning application determination may be delayed if development agreement is not in place.</p>	<ul style="list-style-type: none"> • Ongoing liaison with Development Partners. • Ongoing support required from Council Officers and the Strategic Commissioning Board via the Brent

1.2 TOP ACHIEVEMENTS AND ACTIONS

Key preparation work has been undertaken during this quarter in readiness for the Joint Venture Agreement commencing in October. In particular this has included detailed work of KPI agreement in gathering data for performance and targets. This has also included extensive Due Diligence work alongside the Capita mobilisation and management team.

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

The Performance against corporate plan performance indicators is on track. Some major change projects mainly in the Regeneration Service are shown as being amber and are being monitored closely through the Growth & Regeneration Operations Board. This quarter's risk profile reflects the continued impact on the business resulting from income shortfalls in the Cemeteries and Crematorium Service and the budgetary pressures within the Highways responsive maintenance programme. Throughout the mobilisation period DRS continued to deliver its core business successfully with the exception of some performance issues in area of complaints response times.

Please note, the next quarters report will see a substantial increase in the new number of KPI's to be reported as part of the new Re contract.

1.4 ASSESSMENT OF SUPER KPIS

These are annual indicators and not due for reporting.

2. DELIVERING THE CORPORATE PLAN

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

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
6001	Completion of work on all roads and footpaths identified for resurfacing and maintenance work	July 13-September 13	15	15	N/A	27	80%	▲ 80%	No Benchmarking available - local indicator
6002	Completion of new affordable homes	July 13-September 13	N/A	116	N/A	63	45.7%	N/A	No Benchmarking available - local indicator
6003	Bring empty properties back into use	July 13-September 13	290	25	N/A	186	644%	▼ 35.9%	No Benchmarking available - local indicator
4001	Make Safe within 48 hours all intervention level potholes reported by members of the public	July 13-September 13	73%	83%	304/331	91.8%	10.7%	▲ 25.9%	No Benchmarking available - local indicator

*The relevant previous outturn used will either be the previous quarter, or the same quarter of the previous year. The same quarter of the previous year will be used for annual indicators, cumulative indicators (where the numbers add up during the year and are reported as 'year to date') and if the indicator is affected by seasonal fluctuations.

Excellent progress has been made on completing to roads and pavements planned works performance recovering after underperforming in Q1 the current performance is now ahead of schedule by 80%. We have exceeded targets, a large factor being the seasonal fluctuation of the summer month's good weather period that has facilitated more work.

The annual target for bringing 100 empty homes back into use has already been exceeded; this has been due to less complex cases being successfully brought back into use. However, the rate of improvement will dip during the remainder of the year as more complex cases are being tackled that require more effort, time and resources to complete.

2.2 Interventions & Escalations

CPI NO and title	Comments and Proposed Intervention
6002 Completion of new affordable homes	Genesis has confirmed that the first affordable housing completion at Zenith House, originally scheduled in Qtr 2, will now be in Oct/Nov. Therefore we have not met our completion target for qtr 2 but should exceed our target in qtr 3. The annual target remains achievable. Intervention level 1 (Delivery Unit to review and act accordingly)

3. CONTRACT REPORTING

3.1 Overview of performance against Management Agreement

Total No. of KPIs	RAG ratings			Positive/neutral DoT	Negative DoT	No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber			
12	10 (83.3%)	0 (0%)	0 (0%)	7	1	12*

*LC 029 issues with data collection process. Note: Indicative KPIs excluded from reporting in quarter as now superseded by contract (commenced October 1).

3.2 How is the Delivery Unit achieving against its Key Performance Indicators (KPIs): Escalated KPIs only

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
LC029	Average time taken to process requests for Full Official Searches (online and post) *								Issues reported with data capture process. Will be reported in Q3.
REG039	Delivery of affordable housing completions	Jul 13 - Sept 13	NIL	184	N/A	63	65.8%	N/A	No Benchmarking available- local indicator

3.3 Interventions & Escalations

KPI NO	Comments and Proposed Intervention
LC029 *	Issues were identified with the data capture process which has now been resolved. This has prevented the reporting being carried out for this quarter. Intervention level 1 (Delivery Unit to review and act accordingly)

REG039

Delivery of affordable housing completions

Genesis has confirmed that the first affordable housing completion at Zenith House, originally scheduled in Qtr 2, will now be in Oct/Nov. Therefore we have not met our completion target for Qtr 2 but should exceed our target in Qtr 3. The annual target remains achievable. **Intervention level 1** (Delivery Unit to review and act accordingly)

4. RESOURCES AND VALUE FOR MONEY

4.1 Revenue

Description	Variations			Comments	% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q2 forecast £000		
Managed Budgets	47	115	82	(33)	-28.7%
Management Fee	774	1,056	528	(528)	-50.0%
Blocked DRS	-	-	561	561	100.0%
Total	821	1,171	1,171	-	0.0%

4.2 Capital

	2013/14 Latest Approved Budget	Additions/ (Deletions) - Quarter 2	(Slippage) / Accelerated Spend - Quarter 2	2013/14 Budget (including Quarter 2)	Forecast to year end	Variance from Approved Budget	% slippage of 2013/14 Approved Budget
	£000	£000	£000	£000	£000	£000	%
Highways TfL	6,207	(489)	195	5,913	5,913	(294)	3%
Highways non-TfL	5,657	267	(300)	5,624	5,624	(33)	-5%
Parking	305	17	-	322	322	17	0%
General Fund Regeneration	9,326	-	(4,250)	5,076	5,076	(4,250)	-46%
Disabled Facilities Project	2,322	-	(300)	2,022	2,022	(300)	-13%
Housing	273	(273)	-	-	-	(273)	0%
Other Projects	2,727	100	(504)	2,323	2,323	(404)	-18%
DRS Delivery Unit	26,817	(378)	(5,159)	21,280	21,280	(5,537)	-19%

5. OVERVIEW OF DELIVERY UNIT

5.1 Managing the business

Generally this has been a good quarter's performance. Response times to complaints have though been disappointing and have underperformed with 60% answered on time. The biggest area of challenge was in Network Management where 57% of complaints were answered on time. This is an area of focus for the management team in Q3 and will be subject to greater scrutiny during this quarter.

Freedom of Information Requests achieved 100% of compliance across the DRS services in the quarter.

5.2 Change projects

Project	Outturn	Direction of Travel	Commentary
Continued monitoring of Platforms Programme Phase 1 outcomes	Green	↔	Monitoring of Platforms Phase 1, outcomes to be completed by March 2013. Phase 1 evaluation produced and paper reported to SCB. Celebration event took place on 9 th July. Phase 2 evaluation to be produced in March at end of outcome delivery.
Delivering Phase 2 of the NEET's platform to increase access to employment and training by, particularly young people not in employment, education or training (NEETs) and those incentivised by welfare reform; and ensure that skills provision better meets the needs of local employers	Green	↔	Phase 2 delivery underway – Princes Trust Programme (led by Children's Service) round 1 now complete; round 2 to be delivered in Dec 2013. Internship Programme (led by Sharon DaCunha Human Resources) is in the process of being commissioned.
Developing (with Lead Commissioner) and implementing strategies to improve key town centres, in partnership with residents and local businesses	Green	↔	Outer London Fund projects in year 2 of delivery, for completion in March 2014. Consultation complete, designs produced with detailed design now underway. Procurement and works order to be underway by end of October. Wider town centre planning being led by Lead Commissioner for Enterprise and Regeneration.

Project	Outturn	Direction of Travel	Commentary
Optimise HRA income to support regeneration and other council priorities	Amber	▼	Business cases for Regeneration and homes for older people and sufferers from dementia have not yet been taken to Cabinet Resources Committee, pending completion of work commissioned to Savills which is due to complete during October.
Housing Strategy	Green	↔	Programme of work on track, evidence review group has now been convened.
Replacement of 2 cremators with new mercury abatement cremators.	Red	▼	Structural issues with the floor of the crematory have resulted in 2 further week's slippage on handover and increase in costs (although this is containable within current budget).

5.3 Risk Overview

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

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

Risk Commentary for Delivery Unit:

Risks are reviewed on a monthly basis by the management team to ensure that they are being managed effectively.

The risks reflect key concerns for the service, including the need to establish appropriate budgets for highways maintenance. In addition, risks have been identified for the Brent Cross Cricklewood regeneration programme along with the actions being taken to manage these effectively.

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

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
ET0075 Capital and Revenue Funding is not adequate to maintain all footpaths and roads in a condition that prevents possible disruption and ensures safety for the Public.	Major 4 Almost Certain 5 High 20	Submit further capital bids with justification from data obtained using Asset Management techniques, modelling etc. Capital Bid submitted.	Tolerate	Quarterly	Major 4 Almost Certain 5 High 20
ET0076 Reduction in business at Hendon Cemetery & Crematorium is likely to lead to failure to meet budgeted income targets	Moderate 3 Likely 4 Medium High 12	Improve and promote HCC as the funeral venue of choice in Barnet.	Treat	Quarterly	Minor 2 Possible 3 Medium Low 6
ET0077 S73 Application (variation to outline planning consent) is refused	Catastrophic 5 Possible 3 High 15	Weekly Pre-application discussions taking place with LBB Planning, TfL, Hammerson UK, Standard Life Investments to deal with any issues. Experienced professional team appointed	Treat	Quarterly	Catastrophic 5 Unlikely 2 Medium High 10
ET0078 Commercial - The Brent Cross Cricklewood PDA / CRL Separation Agreement is not signed	Major 4 Possible 3 Medium High 12	GVA / CBRE appointed to advise LBB. Hammerson UK have similarly appointed DTZ. The team is working to an agreed programme	Treat	Quarterly	Major 4 Unlikely 2 Medium High 8

5.4 Equalities

Equalities description	
	<p>DRS is compliant with the council's Equalities Policy. New indicators have been identified to be measured in the future to support the information of performance in this area as follows:</p> <ol style="list-style-type: none">1. Overall customer satisfaction with DRS services monitored by protected characteristics2. Delivery of improved employment opportunities through delivery of agreed strategy and milestones3. Improvement in residents satisfaction with Barnet as a place to live, monitored by protected characteristics <p>The Council's Resident Perception Survey results is delayed to Q3 to allow time for analysis and interpretation of the data which will serve as an indicator of how well DRS is performing.</p>

5.5. Customer Experience

Customer Experience data will be reported in Q3 from the customer survey being undertaken.

Appendix

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
BC010	Meet building regulation application within statutory timescales *	Jul 13 - Sept 13	97.9%	92%	224/227	98.7%	7.3%	▲ 0.8%	No Benchmarking available- local indicator
EH011 (a)	Compliance with Environmental Health Service Standards (priority 2)	Jul 13 - Sept 13	95.2%	90%	1823/1933	94.3%	4.8%	▼ 0.9%	No Benchmarking available- local indicator
EH012 (f)	Health & Safety Inspection Programme	Jul 13 - Sept 13	100%	100%	N/A	Nil	N/A	N/A	No Benchmarking available- local indicator
EH012 (g)	Animal Welfare Inspection Programme	Jul 13 - Sept 13	100%	100%	2/2	100%	0%	↔ 0%	No Benchmarking available- local indicator
EH012 (h)	Compliance with current Authority or DRS Enforcement Policy in relation to Environmental Health, Trading Standards and Licensing	Jul 13 - Sept 13	84.2%	95%	N/A	98.3%	3.5%	▲ 16.7%	No Benchmarking available- local indicator
EH012 (i)	Known licensable HMOs are licensed in a timely manner	Jul 13 - Sept 13	33.3%	30%	4/11	36.4%	21.2%	▲ 9.2%	No Benchmarking available- local indicator
EH012 (l)	Increased customer satisfaction of customer services (statutory)	Jul 13 - Sept 13	61.4%	59%	36/56	64.3%	9%	▲ 4.7%	No Benchmarking available- local indicator
EH014 (a)	Number of category 1 hazards reduced.	Jul 13- Sept 13	35	38	N/A	42	10.5%	▲ 20%	No Benchmarking available- local indicator

TSL030 (b)	Effectiveness of Licensing department interventions	Jul 13 - Sept 13	N/A	15%	Nil	0%	100%	N/A	No Benchmarking available- local indicator
REG037	Budgetary and Financial Controls	Jul 13 - Sept 13	100%	85%	n/a	100%	17.6%	↔ 0%	No Benchmarking available- local indicator

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CSG – 2013/14 Q2

1.1 DELIVERY UNIT DASHBOARD

Revenue budget projected year end variance £000 ⁽¹⁾	Capital actual variance £000	Corporate Plan Performance	Contract Performance
0	(20)	N/A	12

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements	Key Challenges	Actions required
<p>8 services and 413 staff (385 FTE) transferred successfully with no major operational issues arising. The overall health and performance of the service remains good.</p> <p>Good progress has been made to ensure PSN compliance following the new Zero Tolerance policy. Both Capita and the Council are now focussing considerable joint effort and resources to the project - work is on-going and of the 75 issues identified originally, only 3 remain.</p> <p>Estates - succeeded in the short notice relocation of the Somali Bravanese Community Centre to Barnet House and dealt with the challenge of preparing for and supporting the Council during the Fire Fighters Strike.</p>	<p>Baseline of Civic Estate condition surveys</p> <p>Performance against key performance Indicators for benefits speed of processing and accuracy was above target but presents a challenge as this is achieved through the implementation in Dec-12 of a face to face operating model using 16 staff that Capita state was not built into their offer or price (BAFO in Oct-12), which assumed all benefits processing staff were located outside Barnet.</p>	<p>3rd party surveys carried out were poor. Capita are working alongside Mouchel and Pellings to get the compliance surveys re-done where quality poor.</p> <p>Ongoing detailed analysis of costs v performance being undertaken and escalation to Operations Board for decision on acceptable service levels within the contracted cost.</p>

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

This quarter's performance represents 2 months (Jul & Aug) of service delivery by the Council's Delivery Unit and 1 month (Sep) following the transfer of services to Capita on 1st September. Commentary against performance therefore represents a combined - view and any interventions or escalations referenced will be the responsibility of Capita to take forward. For the month of September, no service credits were due against those indicators where service credits are calculated monthly. September saw the successful transition of staff from Barnet to Capita and service levels were largely improved through this period which is a major achievement and the commitment of the staff is to be applauded. Given the uncertainty or the JR outcome throughout this period and the significant transition effort through August and September, the fact that all KPI's demonstrate an improved outturn over Q1 is due to the significant efforts of all staff involved in the operation.

Some contractual challenges are being experienced as a result of the delay, in particular the Commercial Team is working with Capita to identify if baseline volumes and costs require adjustment regarding the transfer of library calls in the last week of August. All challenges are being actively addressed by Capita and the LBB Commercial Team and are reviewed at the monthly Partnership Operations Board.

Challenges specifically relate to base lining of some KPI information and process changes that have occurred during the period of the JR. In summary these are as follows;

- Revenues & Benefits: the service changed its operating model in December 2012 to deliver benefits claim processing based on a face to face operation and relocated back office personnel. This model has delivered improvements in turnaround times but is more expensive to operate than Capita had assumed based on the previous back office operations. A detailed review is now underway to determine the most cost and service effective model for the future.
- Estates Condition & Compliance Surveys: the Estates function experienced issues with the suppliers commissioned to deliver the baseline surveys resulting in the baselines data being delayed. The LBB Client and Commercial teams have been working with Capita to resolve the issue and expect to have baselines fully agreed in Q3.
- Additional call volumes from the Libraries service were taken into the Contact Centre prior to Service Commencement without any transfer of staff or budget which has placed some additional strain on the services performance levels. LBB and Capita are working together to resolve this issue and determine the most cost effective solution.

1.4 ASSESSMENT OF SUPER KPIS

No Super KPIS due to report in period

2. CONTRACT REPORTING

2.1 Overview of performance against Contract

Total No. of KPIs	RAG ratings			Positive/neutral DoT	Negative DoT	No. of indicators expected to report this quarter
	Green	Green Amber	Red			
31	15 (75%)	1 (5%)	3 (15%)	20	0	20

2.2 How is the Delivery Unit achieving against its Key Performance Indicators (KPIs): Escalated KPIs only

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
CS001	Percentage of customer satisfaction with the contact centre telephone service, face to face service, web service & first contact e-mail service	Jul 13 - Sept 13	45%	60%	6,401/12,077	53%	11.7%	▲ 18.3%	Best avg GovMetric result is 1, the worst is -1. In Q2 Barnet scored 0.2, amongst the other 74 GovMetric councils the top performing third exceeded 0.5, bottom third scored below -0.7, so Barnet was in the middle third.
CS002	First contact resolution – the percentage of telephone calls where the query/request was resolved without transfer to another officer or team ¹	Jul 13 - Sept 13	15.5%	35% ²	55,925/180,470	31%	11%	▲ 99.5%	No benchmarking data currently available.

¹ This calculation excludes switchboard calls because it is primarily a 'transfer' function, and also excludes calls answered by recorded messages because we are not yet able to verify with customers that their query or request was resolved by the virtual agent.

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
FIN012	% or £ variance to budget for the Authority Variation of forecast or actual outturn from latest budget	Jul 13- Sept 13	1.1%	0%	296460/292951	1%	N/A	▲ 8.8%	No benchmarking data currently available.
FIN013	Percentage savings implemented: quality of budget planning process outcome	Jul 13- Sept 13	86%	91%	12831/14492	88.5%	2.7%	▲ 3%	No benchmarking data currently available.
PR026b	Number of work experience placements through new procurement activity & Number of work experience opportunities within existing supply chain	Jul 13- Sept 13	0	4	N/A	0	100%	↔	No benchmarking data currently available.

2.3 Interventions & Escalations

KPI NO	Comments and Proposed Intervention
CS001	Level 2 Intervention (Operational improvement plan within Delivery Unit)
Percentage of customer satisfaction with the contact centre telephone service, face to face service, web service & first contact e-mail service	The overall satisfaction levels are driven by low satisfaction with Face to Face and Web service. Telephone satisfaction is reported at 91%, but lower volumes of completed responses. Action is being taken to review resourcing levels in the Face to Face operation and determine any quick wins. Low levels of satisfaction in the web service centre on the new Waste & Recycling Service and lack of clear CPZ boundaries. Actions are underway to improve the information being provided by the responsible

² Some targets will be subject to amendment during the transition period as the agreed baseline targets incorporated in the CSG Contract – Schedule 4, Payment mechanism Appendices were contracted at the end of March 2013 with a 1st April 2013 anticipated contract commencement date. Changes in operational circumstances during the five month delay have impacted on the baselines. Any changes to targets can only be introduced via contract variation and must be agreed by the CSG Partnership Operations Board

KPI NO	Comments and Proposed Intervention
	Delivery Units to address these issues.
C-S002 First contact resolution – the percentage of telephone calls where the query/request was resolved without transfer to another officer or team	Level 1 intervention Although performance has improved, ability to improve is limited by the numbers of calls for Revenues and Benefits being transferred to the back office. Actions are underway to address these and provide additional training. These actions are expected to improve the telephone rate of first contact resolution.
FIN012 % or £ variance to budget for the Authority Variation of forecast or actual outturn from latest budget	Level 1 intervention It has been recognised that the Target profile requires adjusting to reflect the fact the 0% overspend is an end-of-year target. The Quarterly target is in the process of being agreed. The Finance Service continues to work directly with the Delivery Units to identify and address overspends. The main overspends relate to Children's, Street scene and The Barnet Group.
FIN013 Percentage savings implemented: quality of budget planning process outcome	Level 1 intervention Transport savings partially achieved - balance of £316k. Further detailed work is being carried out on the SEN Assisted Travel budget to maximise savings this year and to find additional longer term savings; DRS commenced on 1st October. Only half year saving of £878 to be delivered; £249k on SPA parking contract. A Parking recovery plan is in place to mitigate this. Further £69k on off-street to be deferred until 2014/15 and incorporated into moving violations programme. £28k textile income, shared contract delayed, to be substituted into waste transformation
EST018a Civic Estates Condition	Level 2 Intervention (Operational improvement plan within Delivery Unit) No KPI performance levels below target but there is an on-going dialogue to baseline the current KPIs. The KPIs and PIs for Condition cannot be fully adopted as there are outstanding issues to finalise the outstanding Condition & Compliance surveys with Pellings and Mouchel. The Council and Capita are working together to seek a resolution to a dispute with Third Party suppliers and finalise an action plan
EST018b Building Key Statutory Compliance	Baseline finalised at end of September and will be reported in Q3.
EST020 Asset Disposals Annual Receipts Target	Baseline finalised at end of September and will be reported in Q3

KPI NO	Comments and Proposed Intervention
PR025 All Complex/High Risk managed in accordance with Contract Procedure Rules (CPR's) and Code of Practice	Level 1 Procurement Board are deciding final strategy for this KPI. To be confirmed in Q3.
PR026b Number of work experience placements through new procurement activity & Number of work experience opportunities within existing supply chain	Level 1 There have been no examples of work experience being undertaken within the Council. The procurement team is working with new potential suppliers so that contracts can be aligned to support both work experience and apprenticeships. Targets are expected to be met by end of Year,

3. RESOURCES AND VALUE FOR MONEY

3.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q2 forecast	Variation		
	£000	£000	£000	£000		
CSG	24,178	24,546	24,546	-		0.0%
Total	24,178	24,546	24,546	-		0.0%

3.2 Capital

	2013/14 Latest Approved Budget	Additions/ (Deletions) - Quarter 2	(Slippage) / Accelerated Spend - Quarter 2	2013/14 Budget (including Quarter 2)	Forecast to year end	Variance from Approved Budget	% slippage of 2013/14 Approved Budget
	£000	£000	£000	£000	£000	£000	%
CSG Delivery Unit	6,838	-	(20)	6,818	6,818	(20)	0%
CSG Delivery Unit	6,838	-	(20)	6,818	6,818	(20)	0%

4. OVERVIEW OF DELIVERY UNIT

4.1 Managing the Business

This quarter saw the transition from an Internal Delivery Unit to Capita on the 1st of September. Performance data and commentary therefore represents 2 months internal and 1 month external delivery. Given the uncertainty or the JR outcome throughout this period and the significant transition effort through August and September, the fact that all KPIs demonstrate an improved outturn over Q1 is due to the significant efforts of all staff involved in the operation.

Customer Service

Although not meeting target in two KPIs the direction of travel is positive and actions are being put in place provide confidence that targets will be met in Q3. Increased call volumes were experienced during this period due to the waste management project which rolled out 102,000 bins across the borough, plus calls for schools admissions and the early introduction of two additional services for Libraries and Children's Services (Duty roster and Foster Care).

Estates

All Estates Services were delivered without major incident during the transition. Ongoing issues with finalising baselines for KPI's are being jointly addressed and are expected to be finalised in Q3.

Finance

All Finance services were delivered without major incident during the transition. Challenges around Council wide savings and overspend targets are addressed above. The majority of performance indicators have met targets in the quarter with PI targets still be defined and agreed around levels of aged sundry debt. This will be finalised in Q3.

A new AD of Finance has been appointed and work has now begun to fill some key posts to support the delivery Units.

Quarter 2 monitoring is timetabled for completion on the 14th October and we are on track to meet this deadline. The cost pressures have been reviewed by the finance team to ensure the Q2 reporting reflects an accurate position as at the end of September. Future year savings have also been reviewed and re-submitted by the finance team.

The Pension fund account close down for the period to March 2013 has been reviewed with the auditors with a small number of areas for improvement being identified. These will be built into the planning for next year's close down.

HR service

All HR key performance indicators have been met for the quarter and it is recognised that the HR service has been particularly under pressure during the transition in August and September. HR have supported the outgoing CSG and DRS transfers, one academy conversion, insourcing of May Gurney staff and the transformation programme for HR.

Customer Services PI in relation to Contact resolution was not met. This is mainly due to the high level of inexperienced temporary staff on the team and improvement is expected in the next reporting period.

The final Internal Audit Report for Payroll (commissioned before the transfer to Capita) was received with an overall outcome of 'satisfactory'. There were no 'Priority 1' Management Actions and no serious process issues identified.

IS Service

Performance targets have been achieved despite a number of challenges during the month including the following: the work required to support both the CSG and DRS transfers and the considerable work on the PSN compliance.

Good progress has been made to ensure PSN compliance is the face of the new Zero Tolerance policy with Capita and the Council focussing considerable joint effort and resources to the project - work is on-going and of the 75 issues identified originally, only 3 remain.

Procurement Service

The Central Procurement Team has continued to support the Council in the delivery of its Procurement activity through the set-up and transition of CSG and DRS, including the novation of key contracts with no impact on service levels.

The Service has been engaging with the Delivery Units in order to better understand their procurement plans, MTFs savings plans and strategies in order to support them more effectively in achieving their savings and ensure there is no double count with Capita savings.

There are currently 13 projects in flight, which have governance documents submitted to the procurement board, which are due to deliver around £1.2m annualised savings. There are a further 50+ identified projects with estimated aggregated savings of between £3m and £5m

Revenues and Benefits

Performance against the key performance indicator for benefits speed of processing new claims and accuracy is good, although there is a need to finalise the contracted target as current performance levels of 6 days and 96% respectively are in part due to the council implementing a new face to face service prior to contract. This face to face service was not part of the Capita operating model or price and agreement needs to be reached on how to take this forward

Capita began using Equita as the preferred bailiffs transferring cases to them after service commencement. While this has improved the allocation of payments the previous Bailiff firms did make complaints to members and seek legal advice on the legality of this change of supplier. It also raised concerns on potential conflicts of interest. Capita and the Council worked closely with HB Public Law to demonstrate that the previous contracts allowed for this transfer and to satisfy the members that any conflict of interest was offset by protocols and processes.

4.2 Risk Overview

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

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

Risk Commentary for Delivery Unit:

- Risk overview shows residual risks allocated to CSG Commercial following Service Commencement on 1st September.
- Identified risk profile expected to change following initial period after Service Commencement and definition / agreement of joint risk review process.
- Long term risks relating to contractual flexibility and innovation will require monitoring and active management from both parties throughout the term of the contract to ensure partnership objectives are met.
- Reporting of Risk profile to be agreed as there will be three categories of Risk; a) Council Risk b) Joint Council / Capita Risk and c) Capita Risk.
- Any Reported Capita Risk expected to be backed off in the contract.

The following risk register lists all council risks relating to CSG:

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
ESR29- Lack of clarity of the 'retained client' for Estates	Catastrophic 5 Likely 4 High 20	Work with Capita to review key functional decisions and activities and provide detailed definition of client side overview required.	Treat	Quarterly	TBC
PRR01- New 2014-15 MTFs savings projects may impact on projected NSCSO savings outside of the MFTS projections, if overlaps are identified	Major 4 Likely 4 High 16	Work with Delivery units to firm up plans, review with LBB finance, assess impact on NSCSO savings projections and agree changes	Treat	Quarterly	TBC

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating	
EP05R4- The lack of appetite for introducing Agile workplace by LBB	Catastrophic 5	Possible 3	High 15	Agile workplace introduced with significant stakeholder engagement	Treat	Quarterly	TBC	TBC
IS3- Novation of contracts creates confusion with suppliers / council / CSG	Moderate 3	Possible 3	Medium High 9	Request and escalate action in Procurement stream	Treat	Quarterly	TBC	TBC
COMNS0001 - Financial Any expensive, long-term, inflexible contracts/leases (over £25k and EU threshold) could lead to a sub-optimal solution to the NSCSO project	Moderate 3	Possible 3	Medium High 9	Procurement compliance exercise underway to identify size/length of contracts, and review whether possible to renegotiate contracts to meet NSCSO project timelines	Treat	Quarterly	TBC	TBC

4.3. Customer Experience

Satisfaction

<i>% satisfied (survey total)</i>	July 2013	August 2013	September 2013	Quarter 2 2013/14
Face to face	41%	47%	35%	41% (3,912)
Telephone	90%	91%	91%	91% (3,032)
Web	41%	40%	38%	48% (4,975)
Email	80%	69%	63%	69% (163)
Combined	53%	59%	47%	53% (12,082)

Customer satisfaction with the telephone channel is consistently very high – at 91%, yet the sample is very low compared to face to face and the web as it is staff dependent. Web feedback continues to be challenging. Analysis of this feedback has revealed that the feedback received via this route covers more than the web – it is used to express dissatisfaction with policy and service failure too. A prominent theme for web feedback in Q2 was lack of clarity regarding new waste arrangements and missed bin collections.

Long wait times at Barnet House continue to drive more negative than positive Govmetric feedback for the Housing Service. The waiting time issue needs to be addressed urgently by the 2 areas with the lengthiest face to face wait times – Housing Advice and Housing Benefits (for the latter, despite lengthy wait times at Barnet House continues to drive very positive Govmetric feedback overall).

Wait times

<i>Average wait time mins (footfall)</i>	July 2013	August 2013	September 2013	Quarter 2 2013/14
Burnt Oak				
Housing Benefit	2.80 (4,096)	3.75 (3,550)	1.80 (4,058)	2.78 (11,704)
General	3.1 (1,760)	2.6 (20,180)	2 (2,004)	2.5 (5,782)
Barnet House				
General	2.5 (2,236)	4.9 (1,532)	1.6 (2,054)	3 (5,922)
Homeseekers	5.43 (7,606)	6.83 (6,285)	9.52 (7,028)	7.26 (20,919)
Housing Benefit	11.3 (1,147)	8.5 (983)	12 (1,223)	10.6 (3,353)
2 nd floor	13.60 (945)	23 (1,104)	32.2 (12,130)	22.97 (3,262)
	1 (578)	2.5 (608)	6.1 (886)	3.2 (2,072)

An increasing wait time at Barnet House has led to an action for CSG to review the processes at Barnet House and Burnt Oak to address the disparity in service level between both sites.

Appendix

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
CS003	Percentage of calls answered within 20 seconds ³	Jul 13 - Sept 13	61.1%	70%	168428/234580	71.8%	2.6%	▲ 17.5%	Level of performance is upper quartile based on 25 local authorities
IS004	Percentage availability of top 7 IT systems and services ("core council systems") over supported hours	Jul 13 - Sept 13	99.3%	99.5%	4540.76/4550	99.8%	0.3%	▲ 0.5%	No benchmarking data currently available.
IS006	Percentage of incidents resolved within agreed service levels	Jul 13 - Sept 13	84%	83%	5915/6910	85.6%	3.1%	▲ 1.9%	No benchmarking data currently available.
HR007	Criminal Records Checks - To facilitate compliance with statutory legislation and Council Policy to ensure that every employee who has a requirement to have a Criminal Record Check (CRB) undertaken, has a valid check in place which should be no more than three years old	Jul 13 - Sept 13	100%	100%	75/75	100%	0%	↔ 0%	No benchmarking data currently available.

³ This calculation includes 1,831 calls answered within 20 seconds by virtual agents in September. 17 virtual agent options were introduced – 12 for libraries, 5 for Recycling. Changes to the indicator methodology have resulted in an amendment to the figure reported in quarter 1 (previous outturn).

HR008	To ensure all employees are paid correctly including ensuring all statutory and other deductions of pay are correct (Minimal errors: Pay Errors - an error is defined as made directly by HR and excludes any errors resulting from incorrect authorisation or information supplied by line managers)	Jul 13 – Sept 13	0.3%	0.34%	35/23474	0.1%	56.1%	▲ 42.7%	No benchmarking data currently available.
HR009	To ensure all employees are paid on the published 'pay date'	July 13 - Sept 13	100%	100%	23474 /23474	100%	0%	↔ 0%	No benchmarking data currently available.
FIN015	External audit completed and draft ISA 260 produced	Jul 13 - Sept 13	NA	18 th July	NA	Draft ISA 260 received on 12th July	0%	↔ 0%	No benchmarking data currently available.
FIN016	Unqualified external audit opinion and submitted in line with required deadlines	Jul 13 - Sept 13	NA	Pass	NA	Unqualified audit opinion	0%	↔ 0%	No benchmarking data currently available.
EST019	FM Incident resolution	Jul 13 - Sept 13	100%	100%	438/438	100%	0%	↔ 0%	No benchmarking data currently available.
RB022	Average speed of processing for new claims	Jul 13 - Sept 13	10	12	20520/4412	4.65	61.2%	▲ 52.2%	No benchmarking data currently available.
RB023	Average speed of processing for changes	Apr 13 - Jun 13	6	6	136011/25864	5.26	12.4%	▲ 8.7%	No benchmarking data currently available.
RB023a	Accuracy of benefit assessments	Jul 13 - Sept 13	94.1%	93%	288/300	96%	3.2%	↔ 2%	No benchmarking data currently available.

PR024a ⁴	% of the value of new contracts over £25k awarded and managed in accordance with CPR's and procurement legislation	Jul 13 - Sept 13	84.3%	100%	206554/206554	100%	0%	▲ 18.6%	No benchmarking data currently available.
PR024b	% of the value of legacy contracts over £25k managed in accordance with CPR's and procurement legislation	Jul 13 - Sept 13	99.5%	98.94%	949395915.37/ 951286377.27	99.8%	0.9%	▲ 0.3%	No benchmarking data currently available.
PR026a	Number of apprenticeships through new procurement activity & Number of apprenticeships within existing supply chain	Jul 13 - Sept 13	0	1	N/A	1	0%	▲	No benchmarking data currently available.

EST018 ^a	Civic Estates Condition	Annual Indicator
EST018 ^b	Building Key Statutory Compliance	Annual Indicator
EST020	Asset Disposals Annual Receipts Target	Annual Indicator
IS005	Percentage of users satisfied with service	Annual Indicator
HR010	All projects / interventions that have been agreed are delivered in a rolling quarterly Programme of Work order to positively reduce the Authority's absence in levels where completion is within the	New Quarterly Indicator - To be reported from Q3

⁴The previous outturn has been updated to reflect actual reporting methodology as specified in contract

	Service Providers span of control	
HR011	User satisfaction with HR Service	Annual Indicator.
FIN014	Production of draft Statement of Accounts and to pass to the Authority's external auditors, and provide External Audit with all working papers to the Statement of Accounts	Annual Indicator (Q1).
FIN017	Percentage of users satisfied with service	Annual Indicator.
EST021	Percentage of users satisfied with service	Annual Indicator.
PR025	All Complex/High Risk managed in accordance with Contract Procedure Rules (CPR's) and Code of Practice	Baseline to be defined by Procurement Board and reported in Q3.
PR027	Percentage of users satisfied	Annual Indicator.

Your Choice Barnet (YCB) – 2013/14, Quarter 2

1.1 YCB DASHBOARD

Revenue budget actual variance £000 ^[1]	Capital actual variance £000	Corporate Plan Performance	Management Agreement/Contract Performance
Not Applicable	Not Applicable	Not Applicable	

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements	Key Escalations	Actions required
<p>YCB have promoted services to increase take up – these have included: refresh of all YCB promotional materials; an update of the website with ‘Wow’ stories evidencing successful outcomes for existing customers; and open days at Valley Way and Flower Lane in Q3r. This overall promotion has resulted in fresh interest for YCB services from out of area (approximately 3 enquiries).</p> <p>The Care Quality Commission inspected two YCB services, the Supported Living Service on the 9th September and the Valley Way Respite service on 21st October. Both services were</p>	<p>As for Q1 there are still only 2.1% of service users receive a Direct Payment.</p> <p>The Valley Way Respite Service had a 30% vacancy rate in Quarter 1 between Mondays and Thursdays each week.</p>	<p>All Barnet Adults & Communities Service Users are offered a Direct Payment (DP) at initial assessment and annual review. Reasons for not taking up a DP are reviewed by the Care Panel. The YCB % of DPs is low compared to the total group of LD service users known to the Council where some 40% take a DP and Transitions (mostly LD) where 82% take a DP. More investigation will take place by YCB to understand how this position can be improved.</p> <p>YCB has introduced a lower daily rate for respite on some days; the occupancy rate has slightly increased for Q2 however it will be monitored to assess its impact and</p>

found to meet all five CQC Essential Outcomes inspection criteria.		will be reported in Q3.
YCB continues to manage lower levels of staff sickness through proactive use of the Groups sickness procedures. Whilst sickness has increased for Q2 it is still at a much better level than this time last year.	--/--	--/--

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

YCB delivers adult social care services under a 5-year contract (effective 2012) to Barnet Council and, on a smaller scale, other local authorities and individuals who have approached the service direct. The services cover day care, community based care and support, respite and supported living services. Care and support is provided for adults with learning disabilities, autism and physical and sensory impairments. YCB has a strategy to grow the size of its operations, based on the strong values of the Barnet Group. In 2012/13 YCB restructured the management of community services and responded to changes in the way Supported Living services were commissioned by Barnet Council. YCB also held several engagement events with service users and carers

YCB's projected income for 2013/14 is £5.5 million of which approximately £5.3 million is from Barnet Council representing payment for Adults & Communities (A&C) service users. There are approximately 250 people who are registered to use Your Choice Barnet Services. Some people will receive care and support each day while others on a less frequent basis. Because Barnet Council only pays for care delivered, this income level will vary according to the services commissioned. YCB has designed a degree of flexibility into the quantity of care that is delivered.

As part of the "Commissioning Cycle" formal monthly contract monitoring meetings are held involving senior managers from A&C and YCB. The performance framework used in these discussions was revised for this second year of the contract to ensure its continued fitness for purpose going forward. The Performance Indicators set out in section 3.2 of this report form part of this framework and are based on a balanced scorecard approach i.e. centred on the themes Service Outcomes, Service Delivery Measures, Stakeholder Measures; and Financial Measures. In addition to this there is individual care planning and monitoring of client outcomes by A&C operational staff. It is intended that this framework will be used to establish a baseline to "stretch" YCB performance, particularly relating to outcomes for service users.

Overall, YCB services performed well in Q2 2013/14. Two services have been inspected by the Care Quality Commission (one in Q2 and one in Q3) and found to meet the required standards. Barnet Council's own staff continued a rolling programme of inspections of YCB services during Q2 (and into Q3) and found that services met the required standards. These site visits were of Rosa Morison on 13.8.13, BILS on 14.10.13 and Flower Lane on 23.10.13.

2. DELIVERING THE CORPORATE PLAN

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

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking

*The relevant previous outturn used will either be the previous quarter, or the same quarter of the previous year. The same quarter of the previous year will be used for annual indicators, cumulative indicators (where the numbers add up during the year and are reported as 'year to date') and if the indicator is affected by seasonal fluctuations.

This section is not applicable to YCB as corporate plan indicators only apply to The Barnet Group.

2.2 Interventions & Escalations

CPI NO	Comments and Proposed Intervention
	Using the guidance on intervention and escalation of performance challenges, Delivery Unit and Lead Commissioner should propose the level of intervention required for the Corporate Plan Indicators that have missed the target.

This section is not applicable to YCB as corporate plan indicators only apply to The Barnet Group.

3. YCB CONTRACT MONITORING

3.1 Overview of performance against the Performance Framework (agreed as part of the YCB Contract)

Total No. of PIs	RAG ratings			Positive/neutral DoT	Negative DoT	No. of indicators expected to report this quarter
	Green	Green Amber	Red			
28	18	2	2	18	4	22

3.2 How is YCB achieving against its Performance Framework (agreed as part of the YCB Contract)?

Include any indicators that are being escalated as a result of underperformance (including any performance indicator that is considered a key issue).

PI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking (where applicable)
YCB PI 1	Outcomes achieved for each service user placed by Barnet Council.	Annual	n/a	Met 80% Partially Met 10% Not met 10%	In annual reviews the number of YCB service users placed by LBB who have the following recorded for their care plan outcomes: <ul style="list-style-type: none"> met partially met not met This is expressed as a percentage of the total YCB service users placed by LBB	n/a	n/a	n/a	Benchmark not available. LBB has assessed outcomes for each individual but not across whole provider.

YCB PI 2	Care plan outcomes measured by protected characteristics	Annual	n/a	Targets will be developed following Q3 when some interim results are available	The results of YCB PI 1 will be analysed by the 9 protected characteristics from the Equality Act 2010	n/a	n/a	n/a	Benchmark not available.
YCB PI 3	Safeguarding alerts and outcomes	Q2	3 alerts raised, none upheld	0 upheld	The total number of Safeguarding Alerts raised about Your Choice services expressed in terms of: <ul style="list-style-type: none"> Alerts upheld Alerts not upheld Alerts still under investigation 	5 alerts raised, 0 upheld	0	↔	We expect alerts to be raised in small numbers for any provider and none to be upheld.
YCB PI 4	Number of Safeguarding Alerts raised by Your Choice Barnet staff	Q2	3	Target not applicable	The total number of Safeguarding Alerts raised by Your Choice staff	8	0	↔	We expect YCB staff to raise alerts in small numbers
YCB PI 5	Use of Direct Payments, Pre-Paid Cards and Individual Service Funds	Q2	2.1%	10%	The number of service users placed by Barnet Council with YCB who use a Direct Payment, or a Pre-Paid Card or an Individual Service Fund expressed as a combined figure and as a percentage of the total number of service users placed with YCB by LBB	2.1%	7.9%	↔	10% is our expected benchmark for adult social care providers

YCB PI 6	Service users moved on from a service level to a lower service level	Q2	0	25 people annually	The number of service users placed with YCB by LBB who in the previous quarter had the total hours of care reduced as a result of changed needs	19 Hours decreased. 0 moved on	n/a	↑	No benchmark available
YCB PI 7	Service users moved on from a service level to a higher dependency service	Q2	1	10 people annually	The number of service users placed with YCB by LBB who in the previous quarter had the total hours of care increased as a result of changed needs	12 hours increased: 3 moved on	n/a	↔	No benchmark available
YCB PI 8	Care Quality Commission inspection outcomes	No set frequency	4 out of 5 standards met	All 5 standards are met	The outcome of Care Quality Commission inspections expressed using the CQC five standards, which are either met or not met	Q2: 2 CQC inspections and all Five standards met	0	↔	All standards are to be met
YCB PI 9	A&C Care Quality Team inspection outcomes	No set frequency	n/a	All standards met	The outcome of A&C Care Quality Team inspections expressed as either met in full or not met in full and reported annually	Q2 inspections found standards met	0	↔	All standards are to be met
YCB PI 10	Staff sickness	Q2	2.2	3.1	A measure of average days of sickness of each YCB employee on a rolling 12 month basis	4.2	0	↘	No benchmark available
YCB PI 11	Agency staff	Q2	7.2%	10%	A measure of the percentage of the workforce employed, calculated as a headcount, by YCB during the previous quarter that were employed through an agency staff	14.3%	0	↓	No benchmark available

YCB PI 12	Sessional staff	Q2	12%	20%	A measure of the use of sessional staff in the YCB workforce, calculated as a percentage of the YCB workforce as a whole, using a headcount	14.6	0	↔	No benchmark available
YCB PI 13	Accident Incident rate	Q2	400	Target is below 5,000	Number of non-fatal work related accidents (including physical assaults) over the previous quarter X 100,000 / the average number of staff over the quarter	1200	0	↗	No benchmark available
YCB PI 14	Accident Frequency Rate	Q2	0.64	Target is 10% below the industry standard	Number of non-fatal RIDDOR reportable incidents over the period x 100,000/ total number of hours worked over that period	0.46	0	↗	
YCB PI 15	Work related fatalities	Q2	0	0	Work related fatalities	0	0	↔	0
YCB PI 16	Major incidents	Q2	0	0	Total number of RIDDOR major injury reports	0	0	↔	0
YCB PI 17	Major incidents impact on staff	Q2	0	0	Total number of RIDDOR 'over 7 day' reportable injuries to employees	0	0	↔	0
YCB PI 18	Regulatory / Statutory Enforcement Notices	Q2	0	0	The number of enforcement actions	0	0	↔	

YCB PI 19	New health and safety policy and procedure:	Q2	0	No target	The number of new policy or procedure documents in health and safety	1 Accident & Incident reporting procedure was renewed	0	↑	No benchmark but reviews are expected
YCB PI 20	Satisfied service users	Annual	80.2% during 2012/13 (using a different method)	90%	The total number of YCB service users placed by Barnet Council who express satisfaction with YCB services, expressed as a percentage of LBB placed service users		0	n/a	0
YCB PI 21	Service user and carer involvement in service design	Annual	Evidence was shown in 2012/13 year-end report	No target	A qualitative measure, expressed in the YCB annual report, showing examples of the involvement of service users and carers and evidence of changes made to implement feedback		0	n/a	No benchmark available
YCB PI 22	New referrals from Barnet	Q2	5	20 people annually	The number of new referrals that were from Barnet Council		2	↓	No benchmark available
YCB PI 23	New referrals from other local authorities	Q2	6	12 people annually	The number of new referrals that were from other local authorities		6	↔	No benchmark available
YCB PI 24	New referrals from people	Q2	1	6 people annually	New people receiving care and support from YCB that self-referred		2	↔	No benchmark available
YCB PI 25	New income from outside of Barnet Council referrals	Annual	Not reported in 2012/13	10% of total income	The percentage of total income received by YCB in 2013/14 that was from sources other than Barnet Council		0	n/a	No benchmark available

YCB PI 26	Service utilisation	Q2	Q1	<p>Service utilisation (measured by calculating the number of staff hours commissioned as a percentage of the staff hours available) for Your Choice Barnet services, excluding Valley Way. This measure covers all YCB service users</p> <p>95% utilisation</p>	<p>BILS -83.9%</p> <p>Community Space – 98.8%</p> <p>Flower Lane – 98.2%</p> <p>Rosa Morison – 98.9%</p> <p>Supported Living – 98.4%</p>	<p>A single figure is not used for all services</p> <p>↔</p>	No benchmark available
YCB PI 27	Valley Way	Q2	<p>Mon to Thurs – 33% vacancy</p> <p>Friday to Sunday 19.2%</p>	<p>The vacant nights at the Valley Way Respite service, expressed as a percentage of nights bookable. The indicator has been changed for 2013/14 to show weekend and mid-week vacancy rates.</p> <p>5% vacancy rate</p>	<p>Mon to Thurs 28% variance</p> <p>Friday to Sun 17.2%</p>	<p>↔</p>	No benchmark available
YCB PI 28	Business Continuity / Contingency Plan	Annual	2012/13 - Yes	<p>A statement of whether YCB has a Contingency Plan in place.</p> <p>Yes</p>	<p>0</p>	n/a	All care providers are required to have Contingency Plans in place

3.3 Interventions & Escalations

PINO and description	Comments and Proposed Intervention
YCB PI 5 Use of Direct Payments, Pre-Paid Cards and Individual Service Funds	All Barnet Adults & Communities Service Users are offered a Direct Payment (DP) at initial assessment and annual review. Reasons for not taking up a DP are reviewed by the Care Panel. The YCB % of DPs is low compared to the total group of LD service users known to the Council where some 40% take a DP and Transitions (mostly LD) where 82% take a DP. More investigation will take place by YCB to understand how this position can be improved.
YCB PI 6 Service users moved on from a service level to a lower service level	The purpose of this performance indicator is to measure the responsiveness of YCB to changes in the needs of service users. With the YCB client group, people will have increases and decreases in needs in between their annual social work review. The key role for YCB is to amend support plans and ensure that needs are met. This performance indicator shows that 19 people experienced reductions in the hours of care delivered (while 2 people had an increase). This may be due to a combination of the success of YCB services promoting independence over a long period of time and /or reduced hours assessed as part of the Care Plan review process.
YCB PI 11 The number of Agency staff	There has been an increase in the use of agency staff in YCB due to the impact of the continued restructure within Supported Living. Consultation has taken place and the Barnet Group Board has agreed to the restructure proposals. Permanent recruitment to Support Worker posts has now taken place and the Assistant Support Worker posts will shortly commence. We therefore expect to see a minor improvement on this figure for Q3 with greater improvements for Q4. Core staffing levels for each service will also be identified going forward and this will be monitored alongside use of Agency staff via the Risk Register.
YCB PI 27 Valley Way	Following the implementation of flexible charges for Monday and Tuesday this has had a slight positive impact on the void rate for Mon – Thursday. This is expected to produce higher levels of occupancy during 2013/14 and the situation will continue to be reviewed at monthly contract monitoring meetings.

4. RESOURCES AND VALUE FOR MONEY

4.1 Revenue

This section is not applicable to YCB.

4.2 Capital

This section is not applicable to YCB.

5. OVERVIEW OF DELIVERY UNIT

5.1 Managing the business

This section is not applicable to YCB.

5.2 Change projects

Project	Outturn	Direction of Travel	Commentary
Management changes in community services (BILS, Community Space, Supported Living)			This change project involved a restructure of the management structure and no changes to service delivery.

Please identify any projects which have been initiated (i.e. have Project Brief/PID). For those projects which have been initiated, please give a single colour ranking and direction of travel – with a short explanation of the status.

RAG	Red	Amber	Green
Deliverables/ Outcomes	Deliverables/ Outcomes may not be achieved on time or on budget	Deliverables/ Outcomes compromised, time or budget may be impacted	Deliverables/ Outcomes on track in accordance with time and budget
<i>DOT</i>	Up	Same	Down
Criteria	Better than in previous highlight report	Same as in previous highlight report	Worse than in previous highlight

5.3 Risk Overview

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

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

Risk Commentary for YCB (risks rated 12 and above):

1. **YCB Income:** The service does not generate the required level of income to provide long term financial viability: long term risk.
 - **Control:** YCB Operational Plan has identified a process for promoting and developing new business opportunities, both incremental and organic growth. Targets are now reflected within Service Manager Objectives for 2013/14 and monitored regularly.
2. **YCB cash flow:** Movement from payment in advance to payment in arrears presents a cash flow challenge requiring robust management: short term risk.
 - **Control:** Charging Policy in place for LBB and Barnet CCG. Close monitoring of budgetary income and expenditure taking place via monthly monitoring meetings with finance and close scrutiny at YCB Management Team Meetings.
3. **YCB New Business:** Lack of ability to grow because of competition in the market: long term risk.
 - **Control:** YCB Operational Plan focuses on growth in specialist/niche market where quality and track record can be evidenced. Range of business development activities being pursued (see 1 above).
4. The increased use of agency staff can increase the risk that staff have less experience and skills to deliver care
 - **Control:** YCB undertake robust recruitment processes to ensure high calibre of agency staff. Core permanent (non-agency) staffing levels for each service area will also now be identified on the YCB Risk Register as a risk to continuity of service and reputation. This is in line with the Task & Finish Group's recommendations (Safeguarding OSC 27.11.2013 refers) which are subject to approval by Cabinet.

Note: YCB reports risks through The Barnet Group Risk Register, which is reviewed at The Barnet Group Board.

AGENDA ITEM 7

Meeting	Contract Monitoring Overview and Scrutiny Committee
Date	13 January 2013
Subject	Year 1 Performance of HB Public Law
Report of	Commercial & Customer Services Director
Summary of Report	This report covers the performance of HB Public law during the first year of operation under the Inter Authority Agreement with Harrow

Officer Contributors	Claire Symonds, Commercial & Customer Services Director Marcus Jordon, Contract Manager
Status (public or exempt)	Public
Wards Affected	All
Key Decision	No
Reason for urgency / exemption from call-in	Not Applicable
Function of	Contract Monitoring Overview and Scrutiny Committee
Enclosures	Appendix A - Service levels Appendix B - HBPL performance against KPI's Appendix C - Risks
Contact for Further Information:	Claire Symonds, Commercial & Customer Services Director, Claire.symonds@barnet.gov.uk

1. RECOMMENDATION

- 1.1 That the Committee consider the information in this report and make comments and recommendations as appropriate.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Council, 16 April 2013, (item 4.3) – approved recommendations from the Constitution Ethics and Probity Committee, which included the establishment of a Contract Monitoring Overview and Scrutiny Committee with responsibility for scrutinising the performance of the main externalised contracts. The Contract Monitoring Overview and Scrutiny Committee has requested this review as part of the agreed Forward Work Programme.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The three priority outcomes set out in the 2013/16 Corporate Plan are:
- Promote responsible growth, development and success across the borough
 - Support families and individuals that need it – promoting independence, learning and wellbeing
 - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study
- 3.2 All the commercial partnerships are intended to contribute to one or more of these priorities.

4. RISK MANAGEMENT ISSUES

- 4.1 Risk monitoring is an essential component of robust contract management. The risk log is reviewed routinely by the contract manager and reported to the partnership governance board. Risks with a rating above 12 are reported to the Delivery Board, the Lead Commissioner, and the Strategic Commissioning Board and the lead Cabinet Member. They are also reported to this Committee.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The Inter Authority Agreement (IAA) obligates the joint legal service to comply with the Equalities policy of Harrow.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

- 6.1 The indications are that the joint legal service (JLS) is providing good value for money and the base charge for core hours is certainly very competitive. As of the end of Q2 2013, The Council is forecasting an overspend on HB Public Law of £0.294m due to the cost of additional hours purchased in quarter 1 and

a shortfall on income recovery such as Section 106 agreements . Further costs will also fall on the service areas which will be in addition to the overspend indicated above. This is largely due to increased usage particularly in the Childrens' area. This is dealt with in section 9.14 below.

7. LEGAL ISSUES

7.1 The relationship is governed by the terms of the Inter Authority Agreement.

7.2 In the unlikely event that the Council required independent legal advice with respect to the Inter Authority Agreement with Harrow, advice would be sourced from an appropriately qualified independent legal advisor

8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)

8.1 The roles and terms of reference of all scrutiny Committees are contained within Part 2, Article 6 of the Constitution; and in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution). The Contract Monitoring Overview and Scrutiny Committee is responsible for scrutinising reports from the Commissioning Group, Delivery Units and Lead Commissioners detailing the performance against targets that are included within the Corporate Plan and otherwise relating to the services provided by the Customer & Support Group, Development & Regulatory Services, The Barnet Group Ltd, HB Public Law and NSL (external Delivery Units) NSL and other major contracts, and to be able to challenge external providers.

9. BACKGROUND INFORMATION

9.1 HB public Law (HBPL) was established in September 2012 through an inter authority agreement (IAA) with Harrow. Under the IAA the legal services of Harrow and Barnet were combined. All Barnet legal staff were transferred to Harrow under TUPE arrangements (the pension fund deficit in respect of those transferring remains with Barnet).

9.2 The joint legal service is based in Harrow. The IAA has an initial term of 5 years with an option to extend for a further 5 years. The objectives of the parties in establishing the service included –

- Gaining an improved quality of service.
- Obtaining greater clarity as to legal costs
- Gain a more resilient service
- To reduce costs through more efficient working, reduced management and accommodation costs and outsourcing less work to third parties, both barristers and solicitors, as a result of having a larger skill base.
- To explore the possibility of raising income from additional sources, especially selling excess capacity to other organisations.

9.3 **How the IAA works** - At the beginning of each financial year, Barnet and Harrow commit to buy an agreed number of “core hours” for the year. The intention is that subject to other third party external work that HBPL may budget for, the core hours will fund the service for the year. The core hours are then given a monthly profile across the council for the year and each month

they are then available on a “use it or lose it” basis. This enables core hours to be priced at cost as it provides guaranteed income to HBPL.

- 9.4 Hours required in excess of core hours are then charged at £90 per hour to reflect the fact that additional legal resources may need to be bought in at short notice and may therefore be more expensive. After costs of staff and equipment are taken out of this £90, the remainder goes into a surplus which is shared between the two councils at the end of the year according to usage.
- 9.5 The IAA that set out the minimum standards relating to the service to be provided by HBPL, details are set out in Appendix A. These primarily relate to response times. A management agreement is also in place between Barnet and HBPL which builds upon the service levels required. If as a result of Barnet significantly reducing the hours required from one year to the next there is a need for redundancies within HBPL, the redundancy costs fall to Barnet, however, at present the work is increasing.
- 9.6 **Management of HBPL** - The legal service is located in Harrow and managed on a day to day basis by Harrow.
The Council manages the service through –
- A strategic monitoring board that meets quarterly and reviews strategy and operational matters of the practice. The Board consists of the Barnet Chief Executive, Harrow’s Head of Paid Service, Both Council’s Monitoring Officers, the Head of Legal Practice and the HBPL contract manager.
 - The Barnet HBPL contract manager manages the contract on a day to day basis from a Barnet perspective and is part of the Commercial Team. Regular meetings are held between the Contract Manager and the Head of Legal.
 - Service Level Agreements exist with Delivery Units/Delivery Units manage their commissions for legal advice and also the budgetary impact. Client liaison meetings are conducted regularly.
 - Quarterly performance reporting, HBPL complete the quarterly reports on key performance indicators Barnet risks are recorded on the central JCAD risk management system and comply with the Council’s risk management policy.
 - Legal budgets have historically been managed centrally by Barnet. They have now been devolved to the delivery units so each unit is responsible for any overspend arising in their area. This will encourage closer monitoring of legal costs and usage by the users.
 - Quarterly contingency updates are given to finance.
- 9.7 **Performance-** The transfer of the Council staff to Harrow has been relatively seamless with no interruption or deterioration in service. Feedback from legal staff has also been very positive about the new offices.
- 9.8 Client satisfaction forms are sent out when a matter is closed. In the 12 months to 31/08/13 the percentage of responses received marking the service as satisfactory or better was 92.84, with 26% giving and excellent response. It is also worth noting that in the 5 months to 31/08/13 the corresponding figure were 100% satisfactory or better and 51% excellent. This would appear to support the view that the service has improved and/or all the integration issues have been sorted out in the first six months of service. Full details are set out in table 1 below.

Table 1

CLIENT SATISFACTION Responses Received 01/04/13 to 31/08/13	
Number of forms sent	607
Number of forms received	125
Number of unanswered not graded forms	5
Analysis Taken From	120
Number of Excellent Responses	62
Number of Good Responses	37
Number of Satisfactory Responses	21
Number of Poor Responses	0
Excellent/Good/Satisfied Total	120
Number Dissatisfied	0
Percentage Satisfied or better	100%
CLIENT SATISFACTION Responses Received 01/09/12 to 31/08/13	
Number of forms sent	916
Number of forms received	381
Number of unanswered not graded forms	14
Analysis Taken From	377
Number of Excellent Responses	99
Number of Good Responses	61
Number of Satisfactory Responses	190
Excellent/Good/Satisfied Total	350
Number Dissatisfied	17
Percentage Satisfied or better	93%

9.9 Since September 2012 HBPL have received 72 recorded unsolicited compliments from clients these include –

Internal (Barnet) 12/04/2013 "This is an Excellent outcome, Well done to you and others who worked on the case."

Internal Harrow, libraries project August 2013 "The legal team were stars."

Internal (Barnet) Hendon FC/Jewish Girls School 12/04/2013 "Thank you, for your briefing and for your excellent work on this difficult case."

9.10 The IAA includes performance indicators that are monitored by the Strategic Monitoring Board. The indicators are also monitored in the quarterly performance reports which reflect the targets set out in the Management Agreement. Details of the performance in Q2 are set out in Appendix 2.

9.11 HBPL continue to increase the amount of work that they perform in house. This means that Barnet benefit from their low rate rather than paying the much higher rates of external barristers and solicitors. In the year 2012/13 HBPL believe that the amount spent on Barristers decreased from £610,685 in the previous year to £500,507 (an 18% reduction).

- 9.12 Savings have been made in the areas of employment tribunal work, prosecutions, property, regeneration and planning through doing additional work. The HBPL team has been strengthened in the area of property and regeneration to enable it to provide a better service and do more of the work that was previously given to third parties.
- 9.13 HBPL have obtained accreditations from both Investors in People and Lexel (the law society quality management body). The latest Lexcel accreditation inspection has just taken place and no non compliances were found. It is possible to pass with minor non compliances and we are told that it is very unusual for an inspection to find no non compliances. HBPL have recently been short listed for the Local Government Cronicle Public / Public partnership of the year.
- 9.14 **Financials** – Details of the hours used by HBPL are provided on a monthly basis. These hours are then circulated to the delivery units by the contract manager so that they can be checked to ensure that the hours are in line with expectations and raise questions if they are not. The cost per hour charged by HBPL reduced by c. 3% On 1st April 2013, although it has since increased by just under 1% to reflect pay increases. This still represents a saving of some 2% year on year against what was already a very competitive rate.
- 9.15 In the current year the hours are exceeding the budget level by some 2,800 hours. This is in part because too few hours were budgeted and in part due to increased usage – particularly in the areas of child protection work and regeneration. HBPL are actively working with Barnet to try to reduce the number of hours where it is practical to do so. Examples of this include carrying out training and giving a list of frequently asked questions in the adults area so that staff feel more able to make decisions with consulting lawyers. In the children’s area work will be done to improve the quality of reports provided to HBPL so that lawyers can spend less time correcting them. HBPL are also supporting the regeneration team and taking on work that would previously have been outsourced.
- 9.16 2013 was the first full year of operation of HBPL and budgeting was always going to be difficult because of poor records relating to total legal spend. In addition the volume of legal work in any year will always fluctuate either because of changing legislative demands or because it is simply not possible to predict with certainty what the legal demands in any year will be.
- 9.17 The budget for 2014/15 will be closely reviewed as it is important to purchase the right number of hours from HBPL at the beginning of the year in order to get the best value. If too few hours are purchased, then a premium is paid for extra hours used. On the other hand, if too many hours are purchased then any hours not used in a month are lost under the use it or lose it principle.
- 9.18 At the end of each financial year the IAA provides that HBPL will pay a “gain share” to Barnet and Harrow if any profit is made. For the 7 months ending 31/03/13 a surplus of £21,199 was paid to Barnet.
- 9.19 **Issues-** The IAA was put in place at a time when the in-house Barnet legal service was generally regarded as poor. Legal costs were not controlled as well as they could have been as services were not accountable for legal

expenditure which was met centrally. In addition the use of external lawyers was not always monitored as on some occasions delivery units would instruct lawyers directly. The issues that have arisen with HBPL need to be viewed against this context:

1. Whilst the hourly rate being charged by HBPL is clearly cheaper than the comparable service while it was being provided by Barnet, it is proving difficult to accurately measure VFM as –
 - There was a backlog of work within the Barnet legal department prior to the transfer (particularly in the areas of contracts, prosecutions and property) this is being dealt with by HBPL.
 - HBPL are doing a greater amount of work in house than Barnet did. More advocacy work is being done and more work is being done for regeneration.
 - The volume of legal work required by Barnet year on year varies through a number of factors including activity levels, legislation and council processes.
 - The Council does not have clear records of total legal spend on a year on year basis. The internal legal function was costed but external legal advice was paid for both by the legal service and also by individual departments, total legal spend was not accurately tracked.
 - Whilst it is relatively simple to measure areas such as responsiveness and client satisfaction it is difficult to ensure that the number of hours being charged on individual matters represents value for money. In recognition of this is intended to do some benchmarking to ensure that HBPL remains competitive in terms of both hourly rates and the number of hours charged on individual matters.
2. HBPL has two computer systems as a result of the two entities coming together. This makes it a little more complex to monitor hours and performance. It had been hoped to move to a single system by now but this has not yet happened. It is now hoped that the new system will go live in the New Year.
3. HBPL is not yet providing time estimates for all work, similar to a quote system. Estimates will help Barnet monitor hours used and to ask questions when hours are exceeded or indeed where fewer hours are used than forecast. It is recognised that in some areas this is easier to do others for example estimates would be far easier to provide for right to buy but very difficult in other areas such as child protection, employment and litigation.
4. A few costs have come through in the current year (c. £40k) that relate to mainly barristers fees incurred prior to HBPL going live in September 2012. These have not been budgeted for and therefore add to pressures on the budget. It is hoped that there will not be any more such costs given that any will now be more than 12 months old.
5. With Capita now controlling both CSG and RE there is a risk that they may decide to use HBPL less or not at all. The Council has encouraged Capita to use HBPL as it is a key performance indicator that they work

effectively with our partners. Where work diminishes for HBPL this will have obvious consequences for staff working at the shared service and impact on the costs payable by Barnet for any resulting redundancies. Strategically a change to the business model may impact the service on attracting additional local government partners in the future.

9.20 **Risk** - Risk relating to HBPL and its management are recorded on the Council's JCAD system. In addition HBPL maintain their own log of cases where there is perceived to be a greater than normal risk. This risk log provided to Barnet finance and is discussed at the monthly formal meeting between Head of HBPLaw and the contract manager. JCAD risks are set out in Appendix 3

9.21 **Conclusion** - This is the first year of operation of HB Public Law and as the report shows, there has been a smooth transition to the new service, governance arrangements have been put in place and customer satisfaction ratings have been high.

9.22 Units costs are cheaper, although the hours used are exceeding the budget level. HBPL are actively working with Barnet to try to reduce the number of hours where it is practical to do so

10. LIST OF BACKGROUND PAPERS

10.1 Appendix 1 Service levels

10.2 Appendix 2 HBPL performance against KPI's

10.3 Appendix 3 Risks

Cleared by Finance (Officers initials)	JH
Cleared by Legal (Officers initials)	JF

APPENDIX 1

HB Public Law Service Levels

- Based upon the total chargeable hours available to the Client over the period of this agreement, the JLS shall aim to meet the following standards ("the generic standards") at least 95% of the time provided that in relation to the standards defined below as "deferred standards" the JLS shall aim to meet them at least 95% of the time by 1 April 2013 to recognise that there needs to be a transitional time to allow for the setting up of the means of measuring and monitoring such standards. Some matters (which are non-standard) may take longer and the JLS shall agree a target deadline with the Client when the JLS commence the work.
- All work to be allocated to a named officer and the Client shall receive his or her contact details and that of the manager.
- All new instructions shall be assessed and acknowledged within 3 Working Days of receipt of instructions, at which stage the Client shall be notified of the officer who shall have conduct of the matter and identity of his/her manager.
- A file shall be opened and within 5 Working Days of receipt of instructions the Client shall be sent a memorandum notifying it of the fee earner who shall have conduct of the matter, and the identity of his/her manager
- All Client e-mails to be acknowledged the Working Day it is received, unless the member of staff to whom an email is addressed is absent from the office in which case it shall be acknowledged on the Day that it comes to the attention of another member (a deferred standard)
- Subject to receipt of full instructions, including plans, etc first draft documentation shall be produced and sent to the Client within 10 Working Days from instructions. If there are any difficulties in meeting this target the Client shall be notified and discussions held with the Client concerning the same.
- The JLS shall endeavour to respond to all phone calls or messages on the Day they are received or passed to a manager for a response (a deferred standard).
- The JLS shall respond to all further instructions, on an existing matter, within 5 Working Days.
- The JLS shall try to complete all transactions as quickly as possible, but this is dependent on the time it takes for the Client to respond to the JLS on any queries.
- The JLS shall clear all draft committee reports and delegated power reports within 5 clear Working Days unless otherwise agreed with the Client.
- The JLS shall treat all urgent requests, received before 3.00 p.m. on the Day in question, as requiring action on the Day the JLS receive the Client's instructions but the JLS shall verify with the Client why this is urgent. It may be that other matters the JLS are dealing with for the Client may have to receive lower priority and the JLS shall discuss this with the Client.
- The JLS shall deal with all non urgent advice requests within 10 Working Days of receipt unless otherwise agreed with the Client.

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Appendix 2

Performance against its Key Performance Indicators (KPIs) Q2 2013

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
HBL001	To ensure timely response to all instructions/matters a) No. of hours to acknowledge emails (24 target) b) No. of working days to reply to emails (target 5) c) No. of days to reply to fax or letter (target 10) d) No of working days to open a file (target 5) e) No. of days to respond to non-urgent requests (target 10)	Jul 13 - Sept 13	93%	95%	109/120	91%	4.4%	▲ 2.3%	Local indicator

The KPI is made up of the sub-targets below:

HBL001 (a)*	No. of hours to acknowledge emails (24 target)	Jul 13 - Sept 13	N/A	95%	22/24	92%	3.5%	N/A	Local Indicator
HBL001 (b)*	No. of working days to reply to emails (target 5)	Jul 13 - Sept 13	N/A	95%	23/24	96%	0.9%	N/A	Local Indicator

HBL001 (c)*	No. of days to reply to fax or letter (target 10)	Jul 13 - Sept 13	N/A	95%	24/24	100%	5.3%	N/A	Local Indicator
HBL001 (d)*	No of working days to open a file (target 5)	Jul 13 - Sept 13	N/A	95%	18/24	75%	21.1%	N/A	Local Indicator
HBL001 (e)*	No. of days to respond to non-urgent requests (target 10)	Jul 13 - Sept 13	N/A	95%	22/23	96%	0.7%	N/A	Local Indicator

Although the performance was down at 91% this was due to the 75% outturn for the KPI relating to file opening. During the period files were not opened in a timely manner but this is largely an administrative matter and has no real effect on the quality of the service. It is measured as it part of the LEXCEL accreditation process. LEXCEL is the Law Society administered quality accreditation in relation to legal service management standards. The matter is now being addressed. Without this measure the outturn would have been 95% (on target).

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
HBL002	% of clients giving a rating of satisfactory, good, or excellent	Jul 13 - Sept 13	93%	90%	78/78	100%	11.1%	▲ 7.2%	Local indicator
HBL003	% of clients giving a rating of satisfactory, good, or excellent for the quality of work	Data available from Q3							
HBL004 (a)	Appropriate accreditation of the service	Jul 13 - Sept 13	100%	100%	3/3	100%	0%	↔ 0%	Local indicator
HBL004 (b)	Ensure all staff are appropriately qualified	Jul 13 - Sept 13	100%	100%	84/84	100%	0%	↔ 0%	Local indicator
HBL005 (b)	On-going and improving value for money: £50,000 reduction in use of external counsel	Annually reported. Final outturn due in quarter 4.							

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Appendix 3

3.1 OVERVIEW OF HB Public Law risks

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

Risk Commentary for Delivery Unit:

Generally the risks surrounding HBPL are areas where we need to be vigilant but do not represent imminent threats. The one risk that scores 12 is an on-going risk that budgets will be exceeded as the legal budget is tight in terms of both the hours allotted and also the forecast disbursement spend. There is, therefore, a risk of cost overrun even if management of the use of legal services is improved.

The risk is being monitored by the Contract Manager who will ensure that the delivery units are aware of any cost overruns on a monthly basis. In addition as the delivery units will be responsible for their own cost overruns from the 1st July there is little doubt that this will increase their focus on the issue and encourage better management on the use of legal resources.

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

3.2. Risks

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Target Assessment Impact Probability Rating
<p>Delivery units do not manage their allocation of hours effectively and overspend on budgets.</p> <p>Cause:</p> <ul style="list-style-type: none"> - Delivery Units are not used to managing their use of legal against a budget - Delivery Units do not have sufficient visibility of real-time data on usage - Delivery units have been allocated less hours than they need. <p>Consequence:</p> <ul style="list-style-type: none"> - Legal budget is exceeded. - Unnecessary use of legal resources. - HBPL suffer from last minute urgent requests putting pressure on their staff and performance is affected - Delivery Units incur extra legal costs not met from the central budget - Delivery units do not seek legal advice when necessary as reluctant to pay additional cost when the budget is exceeded. 	<p>Moderate 3</p> <p>Likely 4</p> <p>Med High 12</p>	<p>Preventative This risk is being managed by giving delivery units financial responsibility for the use of legal resources as opposed to paying from a central budget. In addition the delivery units will put gatekeepers in place to help control usage.</p> <p>Detective HB Public Law contract manager will also monitor usage and advise units when the budget is being exceeded or in danger of being exceeded.</p>	<p>Treat</p> <p>Minor 2</p> <p>Possible 3</p> <p>Med Low 6</p>	
<p>The financial benefits of setting up HBPL do not materialise.</p> <p>Cause</p> <p>Possible causes include -</p> <ol style="list-style-type: none"> 1. The legal budget is insufficient to meet the need for legal advice 2. Poor planning/management leads to overspend of legal budgets 3. The need for legal advice genuinely increases 4. The business case failed to capture the real legal spend of the Council prior to the setting up of HBPL 5. HBPL is more expensive to operate than planned. 	<p>Moderate 3</p> <p>Possible 3</p> <p>Med High</p>	<p>Preventative Legal spend is now being closely monitored by area. Discussions are being held with HBPL to establish in which areas they are being asked to perform tasks to which they add little or no value. Legal spend that does not go through HBPL will be more closely monitored and recorded.</p> <p>Detective The total cost of HBPL is monitored</p>	<p>Treat</p> <p>Minor 2</p> <p>Possible 3</p> <p>Medium Low</p>	

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Target Assessment Impact Probability Rating
<p>Consequence</p> <p>The consequence will for the most part be an overspend against budget. This will be closely monitored and every effort made to understand why it occurs as if it is due to a genuine increase in legal demand this does not necessarily undermine the business case and indeed could reinforce it if the rates being charged overall are smaller than prior to the establishment of HBPL</p>		as is the allocation of cost to Barnet		
<p>Quality of advice received from HBPL is not adequate/perceived to be adequate or HBPL fail to meet performance targets</p> <p>Cause</p> <p>Poor or incorrect advice from HBPL leads the Council to act in a manner different to that it would have done with different advice.</p> <p>Consequence</p> <p>Financial and/or reputational loss.</p> <p>A reluctance by services to use HBPL if the service is, or is perceived to be, below standard.</p>	<p>Moderate 3</p> <p>Possible 3</p> <p>Med High</p>	<p>Preventative</p> <p>Continuing dialogue with HBPL and business units to understand performance levels.</p> <p>There is an SLA in place regarding performance.</p> <p>HBPL has involved Barnet in the recruitment process for roles that are critical to Barnet</p> <p>Detective</p> <p>Delivery unit gatekeepers and the contract manager will monitor performance on an on-going basis and performance statistics will be reviewed on a quarterly basis by the Strategic Monitoring Board.</p>	Treat	<p>Moderate 3</p> <p>Unlikely 2</p> <p>Med Low</p>
<p>Financial Business units do not wish to use HBPL for reasons of quality of service, quality of advice or cost.</p> <p>Cause</p> <p>The quality of service or the quality of advice provided by HBPL drops to an unacceptable standard</p> <p>Consequence</p>	<p>Moderate 3</p> <p>Unlikely 2</p> <p>Med Low</p>	<p>Preventative</p> <p>Business units will only be entitled to use legal services other than HBPL if the use is signed off by a senior executive.</p> <p>If issues with HBPL do arise they will address at an early stage to minimise the impact to relationships.</p>	Treat	<p>Moderate 3</p> <p>Unlikely 2</p> <p>Med Low</p>

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Target Assessment Impact Probability Rating
<p>Poor relationship with HBPL leading to less or later instructions being given. This in turn will increase the risk of legal exposure to the Council</p>		<p>Detective The performance of HBPL will be monitored on an on-going basis by the contract manager, the gatekeepers and the Strategic Monitoring Board.</p>		
<p>HBPL tries to expand too quickly or enters into unsuitable arrangements with 3rd parties</p> <p>Cause Management effort is channelled into investigating expansion or dealing with the management consequences thereof rather than into ensuring service standards are maintained/improved.</p> <p>Consequence A drop in service levels from HBPL or less attention being given to the needs of Barnet as a result of the expansion.</p>	<p>Moderate 3</p> <p>Unlikely 2</p> <p>Med Low</p>	<p>Preventative The Inter Authority Agreement states that the provision of services to any third party by HBPL must not be to the detriment of Barnet. In addition any expansion must be taken to the Strategic Monitoring Board and if agreement cannot be reached there it is to be agreed by the two chief Executives.</p> <p>Detective Contract manager to gain an early understanding of the expansion plans of HBPL and to review the business case etc.</p>	<p>Treat</p> <p>Moderate 3</p> <p>Unlikely 2</p>	<p>Med Low</p>
<p>Although HBPL rates are attractive the hours charged for transactions are too great.</p> <p>Cause Either HBPL is not efficient or the time keeping is not as accurate as it should be (i.e. hours are being incorrectly charged to files).</p>	<p>Minor 2</p> <p>Possible 3</p> <p>Med Low</p>	<p>Preventative The possibility of moving to standard hours for some transactions will be investigated. Gatekeepers and users to review hours spent on transactions.</p> <p>Detective Benchmarking to be carried out</p>	<p>Treat</p> <p>Minor 2</p> <p>Possible 3</p>	<p>Med Low</p>

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Target Assessment Impact Probability Rating
<p>Consequence Best value not being obtained and the HBPL become expensive even if the underlying hourly rate looks attractive. Barnet lose faith in HBPL and therefore use other legal services or become reluctant to obtain legal advice even when needed.</p> <p>That the future of HBPL may not be sustainable if the volume of legal work from Barnet and Harrow drops as a result of outsourcing etc.</p>		either through Cipfa or other on a periodic basis.		
<p>Cause Demand for HBPL's services decrease as a result of services being outsourced by Barnet and or Harrow.</p> <p>Consequence HBPL cannot grow or reduces in size as a result of which it is less likely to attract the right calibre of staff and maintain a high quality of service. This may then in turn affect the quality of legal advice and the speed at which legal advice can be obtained. Any staff made redundant as a result of a reduction in work from Barnet will be a cost to the Council.</p> <p>That the Council will not have the capacity and capability to manage the contract with HBPL That the benefits identified in the business case do not materialise because they are not being adequately pursued/monitored</p>	<p>Moderate 3</p> <p>Unlikely 2</p> <p>Med Low</p>	<p>Preventative HBPL are actively looking for other sources of fee paying work and potential new partners. Barnet are encouraging Capita and other providers to use the services of HBPL.</p> <p>Detective Contract manager to monitor the use of the contract and manage relationships.</p>	Treat	<p>Minor 2</p> <p>Unlikely 2</p> <p>Med Low</p>
<p>Cause Failure to manage the contract and relationship so as to maximise the benefit. Failure to monitor the agreement to ensure benefits in the business case materialise.</p> <p>That the Council will not have the capacity and capability to manage the contract with HBPL That the benefits identified in the business case do not materialise because they are not being adequately pursued/monitored</p>	<p>Moderate 3</p> <p>Unlikely 2</p> <p>Med Low</p>	<p>Preventative A contract manager has now been appointed Management agreement will be finalised by 31/07/13</p> <p>Detective Monitor benefits obtained against the business case</p>	Treat	<p>Moderate 3</p> <p>Unlikely 2</p> <p>Med Low</p>

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Target Assessment Impact Probability Rating
Consequence An erosion of the benefits arising from the shared legal service. The benefits from the service do not reach the level set out in the business case.				
That HB Public Law may not give the support required to the regeneration team/programme	Major 4	Preventative This risk has changed with RE going live. Capita are not bound to use HB Public Law so the relationship is being established and HBPL need to prove themselves.	Treat	Med Low
Cause Capita do not wish to continue to use HBPL.	Unlikely 2			
Consequence Whilst by no means fatal to HBPL the loss of volume that would arise from Capita ceasing to use the services of HBPL would be detrimental to its business model.	Med High			
Consequence				

Meeting	Contract Monitoring Overview and Scrutiny Committee
Date	13 January 2013
Subject	External Contracts – Management resources – creation of a new Commercial & Customer Services Team
Report of	Commercial & Customer Services Director
Summary of Report	This report sets out the dedicated staffing structure being put in place to manage key external contracts currently; CSG, Re, HB Public law, Barnet Homes and Public Health

Officer Contributors	Claire Symonds, Commercial & Customer Services Director
Status (public or exempt)	Public
Wards Affected	All
Key Decision	Not Applicable
Reason for urgency / exemption from call-in	Not Applicable
Function of	Contract Monitoring Overview and Scrutiny Committee
Enclosures	Appendix A – Management Structure
Contact for Further Information:	Claire Symonds, Commercial & Customer Services Director, Claire.symonds@barnet.gov.uk

1. RECOMMENDATION

- 1.1 That the Contract Monitoring Overview and Scrutiny Committee consider the information in this report and make comments and recommendations as appropriate.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet, 6 December 2012 (item 5) – approved the New Support & Customer Service Organisation: Recommendation for Preferred and Reserved Bidder and Full Business Case.
- 2.2 Overview and Scrutiny, 18 June 2013, (item 2) – resolved that the quarterly performance report to the next meeting of the Committee provides details on the resources dedicated to managing each key contract (including finances, staffing and structure), this item was deferred at the October meeting to the January one.
- 2.3 Cabinet, 24 June 2013, (item 5) – approved Development and Regulatory Services (DRS); Selection of the Preferred and reserved Bidder as the Council's Strategic Partner to form a Joint Venture (called Re) to deliver the DRS Service

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The three priority outcomes set out in the 2013/16 Corporate Plan are:
- Promote responsible growth, development and success across the borough
 - Support families and individuals that need it – promoting independence, learning and wellbeing
 - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study
- 3.2 All the commercial partnerships are intended to contribute to one or more of these priorities.

4. RISK MANAGEMENT ISSUES

- 4.1 Risk monitoring is an essential component of robust contract management. Shared risk logs are reviewed routinely by the contract managers and reported to the respective partnership governance board. Risks with a rating above 12 are reported to the Delivery Board, the Lead Commissioner, and the Strategic Commissioning Board and the lead Cabinet Member. They are also reported to this Committee.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Each contract places obligations on our partners to support the Council in carrying out its public sector equalities duty. This means having due regard to the need to:
- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;

b) advance equality of opportunity between those with a protected characteristic and those without;

c) promote good relations between those with a protected characteristic and those without.

The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. With respect to a) the 'protected characteristics' also include marriage and civil partnership.

5.2 Effective contract management is vital to ensuring that the Council's duties under the Equality Act 2010 are supported by its partners.

5.3 Equalities will be monitored by collecting data on service usage, customer feedback and specific performance indicators. Where service changes affecting residents or service users are proposed, equalities impact assessments will be undertaken, and where needed, these will include consultation with residents or service users.

5.4 The Council has recently established a new equalities policy, containing equalities targets across all delivery units, and has a dedicated equalities advisor in the Commissioning Group to promote good practice and oversee compliance.

6 USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 All of the roles within the Commercial Team are currently being resourced on an interim basis, and are costing over and above the substantive salary levels. The recruitment process to fill these posts permanently was initiated at the end of November 2013 with the intention that the permanent structure would be in place for 1 April 2014.

6.2 The new structure is shown Appendix A and is affordable within the 2014/15 Commissioning Group budget.

6.3 As a number of these posts are fairly unusual in their nature for local government, in that they require a degree of commercial acumen and experience of managing contracts, recruitment will be supported by an external organisation, at the time of writing, a brief for the procurement of such support has just been agreed and authorisation to procure has been taken under the delegated powers process.

6.4 There are no other resource implications

7. LEGAL ISSUES

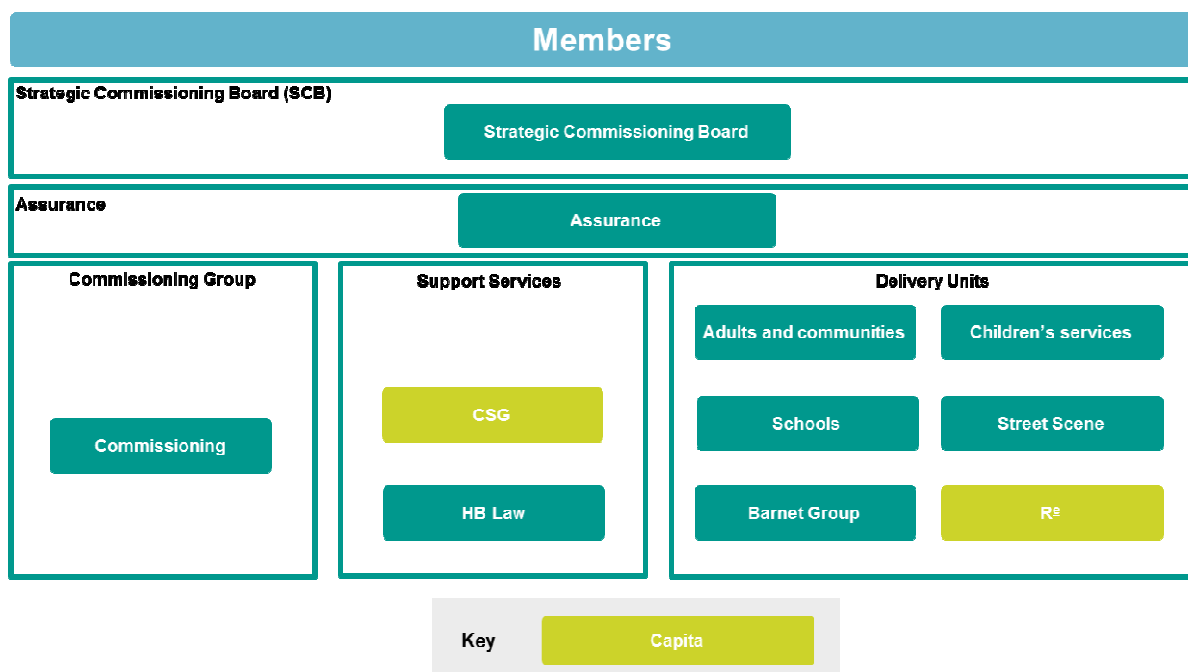
7.1 There are no additional legal comments to those contained in the body of the report.

8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)

- 8.1 The roles and terms of reference of all scrutiny Committees are contained within Part 2, Article 6 of the Constitution; and in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution).
- 8.2 The Contract Monitoring Overview and Scrutiny Committee is responsible for scrutinising reports from the Commissioning Group, Delivery Units and Lead Commissioners detailing the performance against targets that are included within the Corporate Plan and otherwise relating to the services provided by the CSG, Re, The Barnet Group Ltd, HB Public Law and NSL and other major contracts, and to be able to challenge external providers.

9. BACKGROUND INFORMATION

- 9.1 The Council's new Commissioning Model went live on 1 April 2013, creating a distinction between officers who commission, review and contract manage services (the Commissioning Group), those who deliver services (Delivery Units and major commercial partnerships) and those that provide independent assurance to Members, the Chief Executive and Chief Officers that the organisation is operating properly and effectively (the Assurance Group).
- 9.2 The diagram below shows these separate groups:-



The core functions of the Council's Commissioning Group are to:

- Work with Delivery Units, Support Services and Customer Services to provide data and analysis that informs strategic decision making by the Strategic Commissioning Board and Members;
- Translate outcomes and priorities set by Members and the Strategic Commissioning Board into commissioning strategies and delivery plans;
- Identify innovative solutions that could be used in Barnet to deliver outcomes and suggest these to Members and Delivery Units;
- Define evaluation criteria and performance measures for commissions;

- Provide advice to the Strategic Commissioning Board and Lead Commissioners on how to approach technical elements of the commissioning process; and
 - Manage contractual relationships with major providers on behalf of the Strategic Commissioning Board.
- 9.3 The Lead Commissioners for each contract are located within the Commissioning Group. Their role with respect to the contracts is to lead on strategies and annual business planning; review any performance issues and agree remedial actions or intervention.
- 9.4 The lead Commissioning role for CSG is split between the Deputy Chief Operation Officer (DCOO) and the Commercial & Customer Services Director. The DCOO is effectively the lead commissioner for support services, supported by the DCOO team which has specialist expertise in finance (who will also oversee contractual payments), insurance, revenues and benefits, information management, complaints, and programme and project management. This team similarly leads on these issues across the rest of the contracts and delivery units. The Commercial & Customer Services Director is the Lead Commissioner for Customer Services.
- 9.5 For Re, the Lead Commissioners are Enterprise & Regeneration Lead Commissioner, and the Housing & Environment Lead Commissioner. These officers will draw on additional expertise as required via third party experts.
- 9.6 For Barnet Homes, the Lead Commissioner is the Housing & Environment Lead Commissioner. There are additional officers responsible for developing housing policy and strategy within Re, and these officers will continue to support the Lead Commissioner.
- 9.7 Within this Commissioning Group, the Commercial & Customer Services Team has two major functions :-
- the responsibility for overseeing performance, contract compliance and managing any contractual changes for each of the partnerships/contracts within its remit. These currently are CSG, Re, HBLaw, Barnet Homes, and Public Health; and
 - to lead on the policy development for the Council's customer strategies to ensure that service developments are delivered within the agreed framework maximising customer benefit.
- 9.8 Attached as Appendix A is the proposed organisation chart for this structure. The costing of which is within the approved budget for 14/15. The creation of this structure was undertaken through the Council's delegated powers process. The charts show three direct reports to the Commercial & Customer Services Director. Two in relation to contractual relationships and one responsible for the development of customer strategy. All roles shown are new.
- 9.9 The role of Head of Customer Strategy & Programmes will be central in leading on developing the Council's relationship with our residents and policy lead for the Council's customer strategies to ensure that service developments are delivered and that they maximise the benefits to customers as well as ensuring the Council achieves effective outcomes for the residents of Barnet.

- 9.10 This role is supported by a Customer Strategy & Insight Officer.
- 9.11 The contract monitoring elements are divided into two teams, with the aim that they will collectively be responsible for monitoring a number of contracts each. The Support team will monitor; CSG, HBLaw, Public Health and it is expected Registrars. The Growth & Regeneration team will look after Re, Barnet Homes and the expected Mortuary contract. Both teams have identical structures which include three main roles:-

A Partnership Relationship Manager

- Who will be the lead for managing the relationship between the Council and a number of its partners such that the Council maximises the financial and non-financial benefits of these relationships. The aim is to achieve effective outcomes for customers and continuous innovation and improvement for the Council.
- They will lead and develop effective relationships through the engagement and co-ordination of all relevant stakeholders to foster and promote a shared and understood vision in respect of the delivery of specific Council contracts.
- They will intervene, analyse, manage and resolve business conflicts between the Council, the partner, and/or other Council partners/stakeholders promoting constructive dialogue. They will be supported by:-

Commercial Performance & Development Managers

- Who will be responsible for undertaking day to day performance and development activities ensuring that benefit realisation, management of contract change, performance monitoring and reporting is undertaken effectively and efficient for the contracts within their remit.
- They will initiate initial remedial / improvement activity, advising the Commercial & Customer Services Director, Lead Commissioner/s and Members on whether each partner is on track to deliver the commissioned outcomes and engage in day-to-day contractual monitoring and engagement, setting up and managing appropriate communication and decision-making forums and problem-resolution mechanisms to ensure effective performance monitoring. Alongside these will be a:

Performance Monitoring Manager

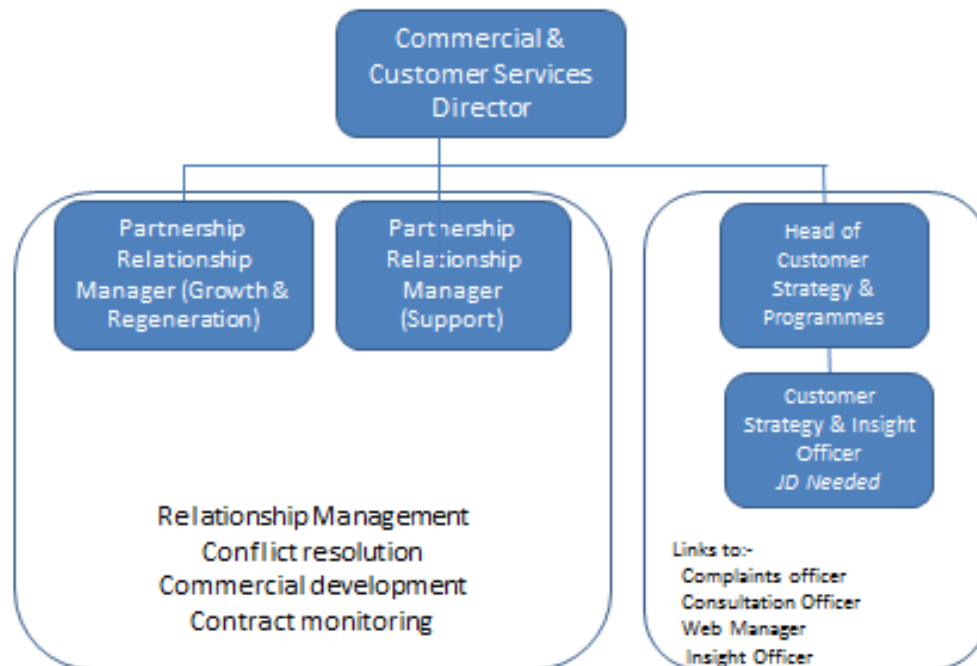
- Who will be responsible for the corporate monitoring of and challenge to performance data, including the all Super KPIs, KPI and PIs as well as supporting the co-production and monitoring of improvement plans.

10. LIST OF BACKGROUND PAPERS

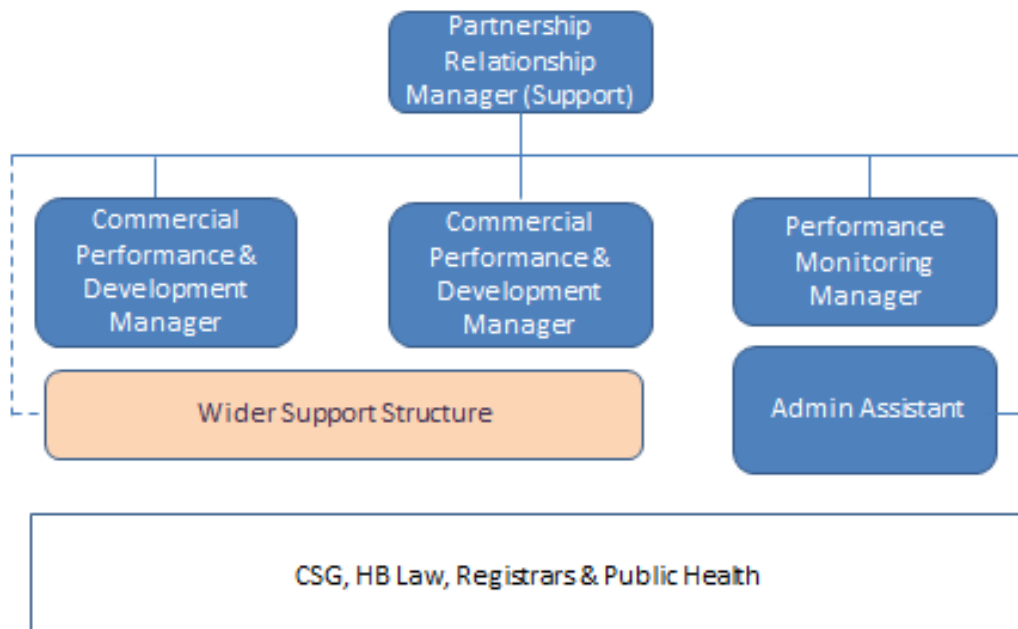
10.1 None

Cleared by Finance (Officer's initials)	TH
Cleared by Legal (Officer's initials)	LC

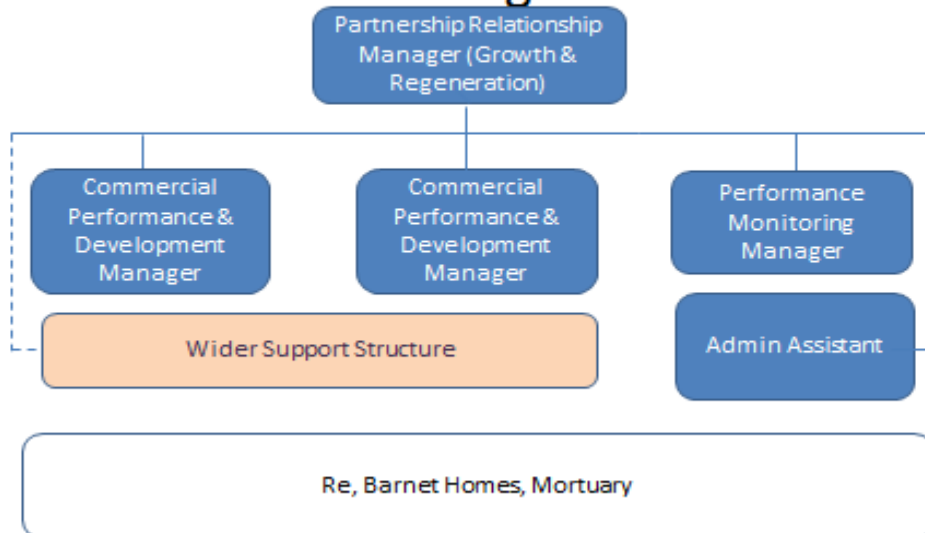
Top tier management



Partnership Management - Support



Partnership Management – Growth & Regeneration



Meeting	Contract Monitoring Overview and Scrutiny Committee
Date	13 January 2014
Subject	Advanced Notification of Executive Decisions
Report of	Scrutiny Office
Summary	This report gives details of proposed decisions due to be taken under Executive functions, together with information as to whether any proposed decisions are subject to an exempt report, consideration of which will not be in public session. The report also indicates any of the decisions which at this stage are intended to be classified as 'key'.

Officer Contributors	Ash Tadjrishi, Overview & Scrutiny Officer
Status (public or exempt)	Public
Wards affected	All
Key Decision	No
Enclosures	Appendix A – Advanced Notice of Executive Decisions
Reason for urgency / exemption from call-in	N/A
Contact for Further Information:	Ash Tadjrishi, Overview & Scrutiny Officer 020 8359 2368, ash.tadjrishi@barnet.gov.uk

1. RECOMMENDATION

- 1.1 That the Committee comment on and consider the Advanced Notification of Executive Decisions when identifying areas of future scrutiny work.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 None.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Overview and Scrutiny Committees must ensure that the work of Scrutiny is reflective of the Council's priorities.
- 3.2 The three priority outcomes set out in the 2013 – 2016 Corporate Plan are;
- Promote responsible growth, development and success across the borough;
 - Support families and individuals that need it – promoting independence, learning and well-being; and
 - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

4. RISK MANAGEMENT ISSUES

- 4.1 None in the context of this report.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Pursuant to the Equality Act 2010, the Council has a legislative duty to have 'due regard' to eliminating unlawful discrimination, advancing equality and fostering good relations in the contexts of age, disability, gender reassignment, pregnancy, and maternity, religion or belief and sexual orientation.
- 5.2 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:
- The Council's leadership role in relation to diversity and inclusiveness; and
 - The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 None in the context of this report.

7. LEGAL ISSUES

7.1 The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 removes the requirement for local authorities to publish a Forward Plan of Key Decisions. This has been replaced with a requirement to publish an Advance Notification of Executive decisions which the Council has been compliant with since the regulations came into force on 10 September 2012.

8. CONSTITUTIONAL POWERS

8.1 The scope of the Overview and Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

8.2 The Terms of Reference of the Scrutiny Committees are included in the Overview and Scrutiny Procedure Rules (Part 4 of the Council's Constitution).

9. BACKGROUND INFORMATION

9.1 Under the current overview and scrutiny arrangements, the Contract Monitoring Overview and Scrutiny Committee will ensure that the work of scrutiny is reflective of Council priorities, as evidenced by the Corporate Plan and the programme being followed by the Executive.

9.2 The Advanced Notification of Executive Decisions will be included on the agenda at each meeting of the Contract Monitoring Overview Scrutiny Committee as a standing item.

9.3 The Committee is encouraged to comment on the Notification.

9.4 The Committee is asked to consider items contained within the Advanced Notification of Executive Decisions to assist in identifying areas of future scrutiny work, particularly focussing on areas where scrutiny can add value in the decision making process (pre-decision scrutiny).

9.5 When identifying items for pre-decision scrutiny, the Committee are requested to provide specific information on the rationale behind the pre-decision scrutiny request and the expected outcome to enable Cabinet Members and officers to prepare appropriately.

9.6 Any further Advanced Notices which become available will be tabled at the meeting.

10. LIST OF BACKGROUND PAPERS

10.1 None

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London Borough of Barnet Decisions Taken Under Executive Functions – Advance Notice of Proposed Items for Decision and Parts of Meetings which will not be held in public session ('subject to exempt report').

This notice gives details of proposed decisions due to be taken under Executive functions, together with information as to whether any proposed decisions are subject to an exempt report, consideration of which will not be in public session. The document below is also indicative of the decisions which at this stage are intended to be classified as 'key'. For the purposes of complying with the The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 however, all prospective decisions listed below are to be regarded as potentially key or potentially subject to a separate exempt report (not held in public session).

Please note: this plan lists prospective decisions. The final agenda for each meeting, which may not include all prospective decisions listed for that meeting on this document, will be published five clear working days prior to the meeting on the authority's website: <http://barnet.moderngov.co.uk>

Title	Description of proposed decision	Cabinet Member	Key Decision (Y/N).	Subject to Exempt Report (Y/N).
CABINET RESOURCES COMMITTEE, 16 JANUARY 2014 Hendon Town Hall, The Burroughs, NW4 4BG				
Brent Cross/ Cricklewood Regeneration	This report will seek to approve 1) the changes to the terms and conditions of the Brent Cross PDA and the terms and conditions of the CRL Co-operation Agreement; and authorise the Chief Executive in consultation with the Leader of the Council to approve the Brent Cross PDA and CRL Co-operation Agreements. 2) approve procurement strategy to enable the Council to deliver the regeneration of the southern parts of Brent Cross Cricklewood Regeneration Area 3) approve that the Council enter into negotiations with landowners to acquire land required in advance of any CPO. 4) approve that the Council progress and fund the design and development work required to develop the business case and funding strategy for the Thameslink Station.	Leader of the Council	Y	Y

Notice published: 19 December 2014

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Meeting	Contract Monitoring Overview and Scrutiny Committee
Date	13 January 2014
Subject	Contract Monitoring Overview and Scrutiny Committee Forward Work Programme 2013/14
Report of	Scrutiny Office
Summary	This report outlines the Committee’s work programme for 2013/14

Officer Contributors	Ash Tadjrishi, Overview & Scrutiny Officer
Status (public or exempt)	Public
Wards affected	All
Key Decision	No
Enclosures	Appendix A – Contract Monitoring Overview and Scrutiny Committee Work Programme 2013/14
Reason for urgency / exemption from call-in	N/A
Contact for Further Information:	Ash Tadjrishi, Overview & Scrutiny Officer 020 8359 2368, ash.tadjrishi@barnet.gov.uk

1. RECOMMENDATION

- 1.1 That the Committee consider and comment on the items included in the 2013/14 work programme of the Contract Monitoring Overview and Scrutiny Committee (Appendix A).**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 None.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1. The Overview and Scrutiny Committees must ensure that the work of Scrutiny is reflective of the council's priorities.
- 3.2. The three priority outcomes set out in the 2013 – 2016 Corporate Plan are;
- Promote responsible growth, development and success across the borough;
 - Support families and individuals that need it – promoting independence, learning and well-being; and
 - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

4. RISK MANAGEMENT ISSUES

- 4.1 None.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:
- The Council's leadership role in relation to diversity and inclusiveness; and
 - The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

- 6.1 None in the context of this report.

7. LEGAL ISSUES

- 7.1 None in the context of this report.

8 CONSTITUTIONAL POWERS

- 8.1 The scope of the Overview and Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.
- 8.2 The Terms of Reference of the Scrutiny Committees are included in the Overview and Scrutiny Procedure Rules (Part 4 of the Council's Constitution).

9. BACKGROUND INFORMATION

- 9.1 The Contract Monitoring Overview and Scrutiny Committee's Work Programme 2013/14 indicates items of business previously considered by the Committee and forthcoming items.
- 9.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 9.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

10. LIST OF BACKGROUND PAPERS

- 10.1 None.

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Appendix A

**London Borough of Barnet
Contract Monitoring Overview
and Scrutiny Committee
Work Programme
June 2013 – May 2014**

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Subject	Decision requested	Cabinet Member	Author
18 June 2013			
Contract Monitoring – Organisational Arrangements	The Committee to consider a report detailing: the organisational approach to the management of council contracts; and delivery and monitoring arrangements; and the working in partnership to deliver the overall vision.	Deputy Leader and Cabinet Member for Resources and Performance	Commissioning Group / Commercial Services
The Barnet Group End of Year Performance Report 2012/13	The Committee to review The Barnet Group Annual Report.	Cabinet Members for Housing and Adults	The Barnet Group
Parking Services Performance	The Committee to receive a report from the Street Scene Delivery Unit on the performance of the Parking Services contractor	Cabinet Member for Environment	Street Scene Director / Housing and Environment Lead Commissioner
9 October 2013			
Quarter 1 Performance	The Committee to receive Quarter 1 2013/14 Performance report for: a) NSCSO and DRS – performance of in-house delivery units prior to transfer to external providers; and, b) HB Public Law and The Barnet Group Ltd (including Barnet Homes and Your Choice Barnet).	N/A	Commercial Services / Lead Commissioners / Adults and Communities

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New Support and Customer Services Organisation (NSCSO) and Development and Regulatory Services (DRS) Contracts	Committee to receive a presentation from Capita and Capita Property and Infrastructure about the strategic objectives and improvement road maps for the NSCSO and DRS contracts	Deputy Leader and Cabinet Member for Resources and Performance	Chief Operating Officer / Commercial Services
Kier (Primary Schools Development Partner) Contract – Performance Report	Committee to receive a report summarising the performance (financial and KPIs) of this contract.	Cabinet Member for Education, Children / Deputy Leader and Cabinet Member for Resources and Performance	NSCSO / Family Services
13 January 2014			
Quarter 2 Performance (External Contracts)	The Committee to receive a report summarising the performance (financial and KPIs) of contracts within the committee's terms of reference.	Deputy Leader and Cabinet Member for Resources and Performance	Commercial Services / Lead Commissioners
Legal Services - Shared Services Update	The Budget and Performance Committee to consider the full year 2012/13 performance report of the LB Barnet / LB Harrow legal shared service (HB Public Law).	Leader of the Council	Commercial Services / Assurance Director
External Contracts – management resources	Committee to receive a report detailing the staffing structure and financial resources dedicated to managing key external contracts (NSCSO, DRS, HB Public Law, The Barnet Group).	N/A	Chief Operating Officer / Commercial Services

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17 March 2014			
Quarter 3 Performance (External Contracts)	The Committee to receive a report summarising the performance (financial and KPIs) of contracts within the committee's terms of reference	Deputy Leader and Cabinet Member for Resources and Performance	Commercial Services / Lead Commissioners
Closedown Reports - CSG and Re Ltd.	The Committee to receive a report summarising the key findings of an external end of project health check	Deputy Leader and Cabinet Member for Resources and Performance	Commercial Services / Lead Commissioners
TBC – Long List			
Street Lighting Contract – Performance Report	Committee to receive a report summarising the performance (financial and KPIs) of this PFI contract.	Cabinet Member for Environment	Development and Regulatory Services Director