

# 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  | Key Escalations  | Actions required   |
|---|--|--|
| <ol style="list-style-type: none"> <li>1. Stonegrove Spur Road: Construction for Phase 5 (Academy Lane) and Phase 6b (Kings Lane Mews) has commenced to deliver 198 new homes.</li> </ol>   | <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>Requests for additional funding to maintain budgets and capital funds required.</p>   |
| <ol style="list-style-type: none"> <li>2. Successful prosecutions were carried out to tackle poor conditions in the private housing sector including : <ul style="list-style-type: none"> <li>• 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</li> <li>• The prosecution of a care home by Environmental Health for health &amp; safety offences, following the death of an elderly resident resulting in a fine of £175,000.</li> </ul> </li> </ol> | <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 31<sup>st</sup> March 2014 are met.</p> | <ul style="list-style-type: none"> <li>• Additional focus on programme and costs management.</li> <li>• The project team are working closely with the Architects, the GLA and internal Council Services to mitigate the risk of slippage.</li> <li>• Closer attention is being focused on the input required from other delivery units.</li> <li>• Additional project management resource is being secured.</li> </ul> |
| <ol style="list-style-type: none"> <li>3. Successful completion of DRS mobilisation and Due Diligence with minimal disruption to service delivery.</li> </ol>   | <p>Brent Cross Cricklewood planning application determination may be delayed if development agreement is not in place.</p>   | <ul style="list-style-type: none"> <li>• Ongoing liaison with Development Partners.</li> <li>• Ongoing support required from Council Officers and the Strategic Commissioning Board via the Brent</li> </ul>   |

## 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%             | ▲<br>80%     | No Benchmarking available - local indicator |
| 6002   | Completion of new affordable homes  | July13-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%            | ▼<br>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%           | ▲<br>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<br>Completion of new affordable homes | <b><i>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)</i></b> |

### 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         |                      |              |   |
| 12                | 10<br>(83.3%) | 0<br>(0%)   | 0<br>(0%) | 1<br>(8.3%) | 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 *<br>Average time taken to process requests for Full Official Searches (online and post) | Issues were identified with the data capture process which has now been resolved. This has prevented the reporting being carried out for this quarter. <b>Intervention level 1</b> (Delivery Unit to review and act accordingly) |

|  |   |
|--|---|
| REG039<br>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. <b>Intervention level 1</b> (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 | Budget V1    | Q2 forecast  | Variation |  |                               |
|                 | £000            | £000         | £000         | £000      |  |                               |
| Managed Budgets | 47              | 115          | 82           | (33)      | All managed budgets other than OLF will deliver half year savings  | -28.7%                        |
| Management Fee  | 774             | 1,056        | 528          | (528)     | Revised budget includes PIT team allocation from Adults            | -50.0%                        |
| Blocked DRS     | -               | -            | 561          | 561       | DRS block contract residual spend will be funded from risk reserve | 100.0%                        |
| <b>Total</b>    | <b>821</b>      | <b>1,171</b> | <b>1,171</b> | <b>-</b>  |  | <b>0.0%</b>                   |

### 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%                                  |
| <b>DRS Delivery Unit</b>    | <b>26,817</b>                  | <b>(378)</b>                       | <b>(5,159)</b>                             | <b>21,280</b>                        | <b>21,280</b>        | <b>(5,537)</b>                | <b>-19%</b>                           |

## 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 <sup>th</sup> July. Phase 2 evaluation to be produced in March at end of outcome delivery.  |
| Delivering Phase 2 of the NEETs 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:

| IMPACT | 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 |                     |                      | Control Actions  | Risk Status | Board Assurance (timing) | Target Assessment |                     |                      |
|---|--------------------|---------------------|----------------------|--|-------------|--------------------------|-------------------|---------------------|----------------------|
|   | Impact             | Probability         | Rating               |  |             |                          | Impact            | Probability         | Rating               |
| ET0075<br>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<br>4         | Almost Certain<br>5 | High<br>20           | Submit further capital bids with justification from data obtained using Asset Management techniques, modelling etc. Capital Bid submitted.                                       | Tolerate    | Quarterly                | Major<br>4        | Almost Certain<br>5 | High<br>20           |
| ET0076<br>Reduction in business at Hendon Cemetery & Crematorium is likely to lead to failure to meet budgeted income targets   | Moderate<br>3      | Likely<br>4         | Medium<br>High<br>12 | Improve and promote HCC as the funeral venue of choice in Barnet.  | Treat       | Quarterly                | Minor<br>2        | Possible<br>3       | Medium<br>Low<br>6   |
| ET0077<br>S73 Application ( variation to outline planning consent) is refused   | Catastrophic<br>5  | Possible<br>3       | High<br>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<br>5 | Unlikely<br>2       | Medium<br>High<br>10 |
| ET0078<br>Commercial - The Brent Cross Cricklewood PDA / CRL Separation Agreement is not signed   | Major<br>4         | Possible<br>3       | Medium<br>High<br>12 | GVA / CBRE appointed to advise LBB. Hammerson UK have similarly appointed DTZ. The team is working to an agreed programme  | Treat       | Quarterly                | Major<br>4        | Unlikely<br>2       | Medium<br>High<br>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"><li>1. Overall customer satisfaction with DRS services monitored by protected characteristics</li><li>2. Delivery of improved employment opportunities through delivery of agreed strategy and milestones</li><li>3. Improvement in residents satisfaction with Barnet as a place to live, monitored by protected characteristics</li></ol> <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%            | ▲<br>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%            | ▼<br>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%              | ↔<br>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%            | ▲<br>16.7%   | No Benchmarking available-local indicator |
| EH012 (j) | Known licensable HMOs are licensed in a timely manner  | Jul 13 - Sept 13 | 33.3%            | 30%    | 4/11                      | 36.4%   | 21.2%           | ▲<br>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%              | ▲<br>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%           | ▲<br>20%     | No Benchmarking available-local indicator |

|               |   |                  |      |     |     |      |       |         |   |
|---------------|---|------------------|------|-----|-----|------|-------|---------|---|
| TSL030<br>(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% | ↔<br>0% | No Benchmarking available-local indicator |