Customer Support Group (CSG) – Q4 2014/15

1.1 DELIVERY UNIT DASHBOARD

Revenue budget projected year end variance £000	Capital actual variance £000	Corporate Plan Performance	Management Agreement Performance
0	0	N/A	28.5

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements
During March a new website was launched for the Council that features an easier way for residents to contact the Council and to find out information about their area and the services the Council provide. This is the new "My account" facility. This allows residents using a single password to do multiple things in a secure way and track on their queries and transactions, including •   Find out about bin collections and keep a check on any changes •   Request and pay for parking permits and vouchers* •   Join a local library and reserve or renew books and films* •   Register for Council Tax, check the balance and make a payment* •   Apply for housing benefits and check payments* •   Find services and events close to their home
The Revenues & Benefits Change in Circumstances performance improved significantly this quarter from an average of 9.2 days in Q3 to 2.8 days in Q4, considerably under the 6 day target. The remediation plan outlined in the Q3 report achieved the desired results, with additional resources deployed, backlogs cleared and processes put in place to avoid reoccurrence even with higher volumes of changes in Q4 v's Q3. Additionally Council Tax average handling time has reduced from an average of 17.8 calendar days in Q3 to 14.5 days in Q4 and 8 days in March.
Customer Services improved call answering, although the 80% target for answering calls within 20 seconds was narrowly missed in Q 4, the target was actually met for March, despite it being the busiest month of the year due to annual billing. Service improvements appear to be setting the right trajectory for future performance.

Top 3 Achievements

At the same time the telephone satisfaction survey results improved to 91% satisfied in Q4 (of 11,068 total surveys) from 89% satisfied in Q3 (of 11,700 total surveys).

This is the highest it has been since all customer services calls were moved to Coventry in April 2014.

Key Escalations	Actions required
Customer Services: Whilst the Customer Satisfaction quarterly target of 70% for all channels was exceeded performance is not consistent across all channels. Specifically email and web satisfaction are significantly below the 70% average target for all channels, although both have still improved from last quarter. March Performance: - E-mail Satisfaction: 49% - Web Satisfaction: 38%	A targeted improvement plan has been initiated with weekly reviews of performance. **Emails** • Review of the templates to improve formats and identify areas where adding templates could improve satisfaction • Review the quality monitoring criteria for e-mails to ensure that there is effective monitoring, allowing trends to be identified and issues resolved effectively. • Improved call demand and staff forecasting based on trends and historic records, allowing appropriate focus on email responses. **Web** • Web comments are being analysed by the Channel and Knowledge Development Team so we can understand the reasons why customers are rating the website as poor. This will enable us to make changes to the website to improve customer satisfaction.
HR: As reported at previous Committees, issues were identified with the data quality and structures within the HR Core system The information was migrated from SAP to the new Core system, .and there have been issues with the data transferred from SAP in relation to roles, team structures and hierarchies which has had to be	Completed actions • Detailed analysis of appraisals and absence data, processes and historic data • Review sessions and collation of feedback of Council staff • System upgrade to v.21 in Q4

Key Escalations	Actions required
systematically verified and corrected. This means getting consistent and reliable Management Information for reporting, absence management and processing appraisals is challenging. A comprehensive improvement plan is in place.	Action in progress • Comprehensive review, validation and update of all Delivery Units staffing roles and hierarchies, this will complete in May. • Redesign of forms and templates for appraisals

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

Q4 has been a period in which a number of projects concluded successfully and operational performance has been good. Some areas have seen significant improvements as outlined in the achievements section above. There continue to be challenges particularly with the HR system and associated data. These have resulted in adverse impacts on some service elements, however, as outlined below Service Improvement Plans are in place to address all issues and are making a difference.

IT has passed both the Government Public Services Network (PSN) security compliance and the Payment Card Industry (PCI) compliance assessments; this is against a background of significant change over the preceding 12 months, demonstrating that the appropriate standards have been at least maintained and in most cases improved during the transformation.

During the quarter, the online Common Assessment Framework (eCAF) system went live, this supports Barnet's Children's Service by enabling practitioners to share complex information about children both securely and collaboratively across agencies and suppliers. This should help the Delivery Unit work far more effectively and release significant savings over the coming years. The remaining elements of IT transformation have progressed with the final file system migration to the secure data centre being completed

The largest core CSG transformation delivery during the quarter was the new website, as outlined in the Customer Services section below.

Customer Services has improved Customer Advocacy and maintained Customer Satisfaction compared with the previous quarter. As discussed at the P&CM committee of 11th February, Customer Services have continued to experience considerable issues with staff retention and absence that resulted in long wait times for customers in some services. This is in part due to the buoyant market for contact centre employees. An extensive improvement plan was launched to deal with this in November 2014 to enhance training, improve salaries and to improve candidate selection. But the impacts of these changes will only be gradually felt, as we need to allow staff to be fully trained and be gradually introduced to avoid a negative impact on the customer experience, especially in more complex areas such as revenues and benefits.

Despite increased call volumes to the Council Tax department and Council Tax Annual Billing, schools admissions and the Council Tax Support scheme letters being issued telephony performance improved in March 2015 to achieve the 80% target and the Customer Satisfaction feedback received via the telephony channel is the highest it has been since April 2014.

During March a new website was launched for the Council that features an easier way for residents to contact the Council and to find out information about their area and the services the Council provide. This is the new "My account" facility. This allows residents using a single password to do multiple things in a secure way and track on their queries and transactions, including

- Find out about bin collections and keep a check on any changes
- Request and pay for parking permits and vouchers
- Join a local library and reserve or renew books and films
- Register for Council Tax, check the balance and make a payment
- Apply for housing benefits and check payments
- Find services and events close to their home

HR has performed well operationally, with KPIs consistently being met. The HR Core system was upgraded in Q 4 improving the functionality, however, data quality and reporting is still the main area of concern for Delivery Units. This is largely as a result of the poor data that came over from the old SAP system. A comprehensive action plan is in place and this is progressing in line with targets to have the establishment data corrected and verified by the end of April. Work to update the structures across the service areas within the Council is nearing completion and is being managed in conjunction with a number of departmental restructures including Family Services and Street Scene so that the HR Core system will be completely up to date with changes applied at the same time.

A payroll audit was completed on the non-schools payroll at the end of 2014 and result achieved was 'satisfactory assurance'.

During the quarter the pension service paid 4,105 pensioners twice on 13th February due to a Disaster Recovery test on a live system generating an additional BAC's payment.. Following discussion it was agreed with the Council to not pay the pensioners in March as an offset to this payment. All pensioners affected were written to and a dedicated phone number was provided for queries. In addition a hardship fund was established for any pensioners where this might cause financial difficulty, only 41 pensioners requested a longer period to repay the money and there is no financial detriment to the Council as by not paying the March payment the overpayment has been corrected and Capita is meeting the cost of managing any hardship loans. The root cause of the failure is understood and additional controls have been put in place for future Disaster Recovery tests.

The **Finance** service has focussed during the last quarter on supporting the Commissioning Finance service to develop the Council's Medium Term Financial Strategy, Council budget and to prepare for the closure of accounts.

In preparation for the closure of accounts, the service has put in place a detailed timetable which has been shared with stakeholders and ensured that all risks associated with the programme are mitigated as much as possible.

The fixed asset module on Integra is due to go live at the beginning of April, finalising the implementation of the new Integra finance system. The Fixed Asset Module manages the Council's fixed asset register and is able to account for movements in their value, through an automated process integrated in the general ledger.

The service has completed the necessary steps to transition the Council from the Cooperative Bank to the Royal Bank of Scotland as its new banking provider and all associated processes and systems have been updated. The programme will formally end at the end of April 2015 following a month of close monitoring.

Revenues and Benefits have had a very productive quarter, meeting the three KPI's, demonstrating significant improvements in processing changes in circumstances (CIC), from an average of 9.2 days in Q3 to 2.8 days in Q4, considerably under the 6 day target. The outstanding work volumes are being monitored and they remain at a level which will enable the KPI's to be delivered going forward into the 2015-16 financial year.

Council Tax four year collection exceed the target by 0.17%, the in year final calculation has to be agreed, but in terms of cash collected, the Net Collectable Debit for 2014-15 was £1m higher than for 2013-14 and the cash collected for 2014-15 was £1m higher than in 2013-14. NNDR in year collection was 96.32% up by 0.57% on last year's collection rate. The Council Tax Support Scheme collection in-Year collection is 1.26% up on the same period last year.

Procurement continues to perform well against its savings target. The procurement guarantees to the council for the end of contract year 2 (September 2015) is £3,274,000, against that savings of £3,636,000 are forecast to be delivered.

Estates have successfully concluded a number of projects in the quarter and most operational performance has been good. There have been challenges and some staffing issues have resulted in disproportionately adverse impacts on some service elements. The team have had a number of changes including the appointments of key staff within the Estates & Property Services team. There is an Interim appointment to the role of the Director of Estates and Property Services along with permanent recruits in the roles of Director of Estates & Valuation and an Associate Director of Strategy.

The new Multi-Function Devices (MFD's) infrastructure has gone live which provides better stability, resilience and increased capacity across the MFD fleet.

Within the Property Services area, the Department for Education (DfE) has agreed to proceed with the development of an Academy School at Pavilion Way. This will result in a £7,000,000 investment by the DfE delivering a 2 form entry school. The proposal is subject to planning and a temporary building will initially be provided while the permanent school building is being developed. The new build will provide an all-weather pitch and changing facility which will be available for community use outside school hours.

The Monkfrith Primary school expansion capital project has successfully progressed through Gateways 2 & 3, pro-active risk management has mitigated some potential delays associated with the presence of Bats.

Facilities Management has effectively dealt with four Public Demonstrations at the Civic Sites (Barnet House & Hendon Town Hall), these were resolved in partnership with the Security Guards and local Police.

1.4 ASSESSMENT OF SUPER KPIS

Super KPI reports on a quarterly basis**; Compliance with Council Policy** – there have been have been seven potential minor data protection breaches during the quarter none were considered serious. In accordance with Council Policy all the breaches are being investigated and processes being revised and tightened controls where necessary. Should the investigations show that a service credit is due this will be applied in the next quarter.

The results for the CIPFA survey taken in September 13 (contract start) on users and Commissioner Satisfaction provided the contract baseline for the satisfaction KPIs at the end of 2014. All services bar procurement have a baseline of lower quartile. Commissioner satisfaction is a super KPI. The 2014 survey has failed to meet contractual return targets and as the result is not valid for the purpose of the KPI Revisions to the return targets are being discussed and other ways of gathering feedback used on other contracts are being considered.

KPI NO	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved since the previous results*	Benchmarking *How performance compared to other councils*
Super KPI 002	Compliance with Authority Policy	Annual	Pass	Pass	N/A	TBC	N/A	worsening	internal KPI
Super KPI 001a	Resident Satisfaction - staff are friendly and polite	Annual	81.0%	78.0%	N/A	80.0%	2.56%	Worsening	internal KPI
Super KPI 001b	Resident Satisfaction - It is easy to access Council services	Annual	70.00%	55.00%	N/A	68.00%	23.64%	Worsening	internal KPI
Super KPI 001c	Resident Satisfaction - Responds quickly when asked for help	Annual	50.0%	49.0%	N/A	50.0%	2.04%	Same	internal KPI
Super KPI 003a	Commissioner Satisfaction - Corporate Programmes	Annual		65.0%	N/A	not compliant with the contractual requirement	N/A	N/A	CIPFA

The Resident Survey half yearly Super KPI was exceeded, this KPI covers three of the questions included in the survey which took place in Autumn 2014. These are whether the Council 'has staff that are polite and friendly' (80% v's 78% target), 'it is easy to access Council services' (68% v's 55% target) and the Council 'responds quickly when asked for help' (50% v's 49% target).

1.5 SERVICE CREDITS PAYABLE IN PERIOD

Period	KPI	Performance Level v Target	Service Credit Applied (£'s)
Q4 - 15	IS14 – Critical System Availability	98.9% vs. 99.5%	£9,080
Q4 - 15	CS010 – Customer Advocacy – 80/20 call answering	79% vs. 80%	£20,636
Q4 -15	HR010 – Absence and Intervention *	Fail	£19.233
Q4 -15	SKPI002 – Compliance with Authority Policy	TBC	TBC
Total Service Credits in Period			**£48,949**

* Absence & intervention management KPI requires CSG to conduct a number of agreed interventions quarterly to ensure good management of sickness absence, interventions in cases where there is prolonged absence and improvements in ways of working, including speed of referrals and support back to work.   Whilst the case work and support to managers has been good, the quality of management information and reporting is subject to activities to improve and we have not been able within the last quarter to provide timely and accurate sickness absence insight that informs the additional work required in the quarter. CSG has been focussing on data improvements to establishment reporting and associate reports, however, in the last quarter, the absence of accurate data reporting has resulted in a fail for the KPI.

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 Amber	Red			
43	23	0	1	2	0	0	**26**

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

KPI NO	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved since the previous results*	Benchmarking *How performance compared to other councils*
CS0 03	Percentage of calls answered within 20 seconds	Jan - Mar 15	74.73%	80%	177,005 / 225,210	78.60%	1.76%	Improving	internal KPI
HR0 10	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 Service Providers span of control	Jan - Mar 15	Fail	Pass	N/A	Fail	N/A	same	internal KPI

*Explanations detailed above at Key escalations/actions required.

2.3 Interventions & Escalations

KPI NO and title	Comments and Proposed Intervention
CS KPI 10 – Customer Advocacy - Percentage of calls answered within 20 seconds	**Intervention Level 2 - Operational improvement plan within Delivery Unit** **Actions and comments** ▪ 79% of calls were answered within 20 seconds over the quarter (Target 80%) ▪ Performance in March 2015 met the target despite the significantly increased call volumes as a result of annual billing, this reflects the service improvement plans already implemented. ▪ At the start of the quarter staffing absence and retention issues impacted the have led to longer queues and average handling times with 78% of calls answered in 20 seconds for both January and February. ▪ Telephony performance will move to a PI April 1st 2015, Customer Services are committed to ensuring that performance in this area continues to improve; as a result further plans are in place to cross skill existing agents to increase resilience in the event of unplanned absence or leavers
HR010 – Absence and Intervention	**Intervention Level 2 - Operational improvement plan within Delivery Unit** • The KPI in relation to Absence & intervention management requires CSG to conduct a number of agreed interventions quarterly to ensure good management of sickness absence, interventions in cases where there is prolonged absence and improvements in ways of working, including speed of referrals and support back to work. Whilst the case work and support to managers has been good, the quality of management information and reporting is subject to activities to improve and we have not been able within the last quarter to provide timely and accurate sickness absence insight that informs the additional work required in the quarter. CSG has been focussing on data improvements to establishment reporting and associate reports. However, the KPI is based on a Pass/Fail basis and in the last quarter the absence of accurate data reporting has resulted in a fail for the KPI.

PI NO and title	Comments and Proposed Intervention
CS PI 02b Emails and Web Forms Forwarded within 2 days	**Intervention Level 2 - Operational improvement plan within Delivery Unit** **Actions and comments** This is one of the new PI's as part of the changes to Customer Services KPI's & PI's, however, currently Customer Services are unable to report on this PI, this is targeted to be resolved as a priority.

CS PI 3b Emails and Web Forms responded to within 5 days	**Intervention Level 2 - Operational improvement plan within Delivery Unit** **Actions and comments** The performance is below the 90% target for the quarter at 80%. During the quarter Customer Services have transferred all e-mails to the CRM platform which improves the ability to monitor and manage performance. Whilst using CRM for emails is beneficial and staff have been trained, initial use of the system has led to delays. The time it takes to process e-mails is currently being investigated so we can ensure that we have the right number of staff working on e-mails to at least meet the target.

3. RESOURCES AND VALUE FOR MONEY

3.1 Contract price

Description	Budget V1 £000	Provisional Outturn £000	Variation £000	% Variation of revised budget
CSG	23,341	23,341	0	0.0%
Total	**23,341**	**23,341**	**0**	**0.0%**

3.2 Capital

	2014/15 Latest Approved Budget £000	Additions/ (Deletions) - Quarter 2 £000	(Slippage) / Accelerated Spend - Quarter 2 £000	2014/15 Budget (including Quarter 2) £000	Forecast to year-end £000	Variance from Approved Budget £000	% slippage of 2014/15 Approved Budget %
CSG Delivery Unit	-	-	-	-	-	-	0.0%
CSG Delivery Unit	**-**	**-**	**-**	**-**	**-**	**-**	**0.0%**

3.3 Contract Changes in Period

4 contract variations were submitted during the quarter and are included in the summary below. The detail relating to these changes is shown in Appendix 2.

Cumulative Contract Change Summary

Change Raised by	Status	Number of Changes	Summary Financial Impact (£s)
Authority	Agreed	8	627,547
	Cancelled	2	
	Pending	1	
Sub Total		**11**	
Service Provider	Agreed	22	(649,604)
	Cancelled	3	
	Pending	28	243,104
Sub Total		**53**	
Total		**64**	**221,047**

4. OVERVIEW OF DELIVERY UNIT
4.1 Managing the Business

This quarter saw CSG services meeting or exceeding most targets. The exceptions to this were:

- Customer Services Advocacy (calls answered in 20 seconds) - 79% against a target of 80%

- ICT Critical System Availability which was 98.9% against a 99.5% target in January

IS Service

The service had the best performance since the contract started for Incident Resolution, averaging 97% for the quarter against a monthly 91% target and compared with 93% in the previous quarter. This follows improvements to processes and resourcing across the IS service, along with the benefits from the Council using the transformed systems. IS are reviewing the way these measures are compiled and a new methodology is being measured in Q1 2015. The current methods of measurement will be continued during Q1.

However, the Critical System Availability failed its KPI in January (98.9% against a 99.5% target), this was primarily due to issues with the Electronic Document & Records Management platform which had 4 service outages in January. The root causes are understood and remediation has been completed, following this activity the KPI was passed in February and March.

In addition during the quarter the service has:

- Gone live with the online Common Assessment Framework (eCAF), this supports Barnet's Children's service.

- Completed the annual reassessment of the Government Public Services Network (PSN) security compliance and Payment Card Industry (PCI) compliance

- Completed the File share migration improving the responsiveness of the service

- Commenced the DR infrastructure final build in Cody Park and is making good progress.

- Drafted a new ICT Strategy taking input from key stakeholders across the Council, which is expected to be formalised during Q1 2015

Customer Service

Customer service is introducing new KPIs in year two as previously discussed at the P&CM committee. These will focus on the service acting as an advocate for the customer and owning the issues particularly for vulnerable customers, there is a phased implementation of these new KPI elements to allow CSG and the Councils client team to agree that the data is accurate and to allow the volumes of some KPI elements to increase so that they provide a meaningful measure of the service, for example the take up on post contact resolution surveys, as opposed to the GovMetric survey at the end of the initial contact, remains very low.

There was one stage 3 complaint due for response in March 15 which in part related to Customer Services, the complaint was linked with the Streetscene delivery unit. The complaint was partially upheld. The complaint will be reviewed by Customer Services so the necessary actions can be taken to prevent further complaints of this nature.

In relation to the current KPIs that apply, the service has achieved 4 of the 5 KPIs:

- <u>CSO KPI 10 - Customer Satisfaction</u> achieving a quarter outturn of 72% (70% target) - Telephony performance remains consistent with 91% of respondents rating the service as good. Performance on email satisfaction has increased to 52%, an e-mail monitoring process is under review to ensure that the process is robust and efficient. In addition to this action the e-mail templates are also being re-checked to ensure that they are fit for purpose and effectively communicating all service levels to the recipient.

- CSO KPI 12 Customer Advocacy (CAS escalations) – this KPI is specific to Customers needing Additional Support (CAS) , the KPI has passed the target during the quarter with a good focus on Customer Advocacy and the ratio of CAS escalations to CAS cases.

- CSO KPI 13a Customer Advocacy (SLA performance) exceeded the 75% target for the quarter with 92% of cases closed by Customer Services, where they own the end to end process, within SLA.

- CSO KPI 13b Customer Advocacy (CAS SLA performance) was met as performance when assisting Customers needing additional support was at least as good as the performance in KPI 13a above.

But the CSO KPI 11 – Customer advocacy (target 80%) was not met across the quarter with performance remaining below the required 80% at 79%; however, performance in March 2015 met the target despite the significantly increased call volumes as a result of annual billing. The main driver for this has continued to be calls to Revenues and Benefits and in particular annual Council tax bill queries. At the start of the quarter staffing absence and retention issues impacted the have led to longer queues and average handling times with 78% of calls answered in 20 seconds for both January and February, although 80% was achieved during March.

However, following additional resource being deployed, an option to overflow calls to the Revenues & Benefits team and implementing IVR changes for the parking service led to the improvement in March despite the higher volumes, this remains a focus area to maintain this level of service.

CS PI 05 – Members Enquiries (Target 90%) - Performance averaged 93% of Members Enquiries responded to within SLA over the quarter, an increase of 15% over Q3, reflecting the increased focus on the daily reports and the continued monitoring of the cases due for response on any given day. January and February was at 95%, exceeding the 90% target, although March performance dipped below target at 88%. This drop in March was mainly due to changes in process between the CSG and Re services, these issues have now been resolved and performance has improved.

Customer Services have started to handle elections calls following training of staff in the run up to the General Election in May.

During March a new website was launched for the Council that features an easier way for residents to contact the Council and to find out information about their area and the services the Council provide. This is the new "My account" facility. This allows residents using a single password to do multiple things in a secure way and track on their queries and transactions, including

- Find out about bin collections and keep a check on any changes
- Request and pay for parking permits and vouchers
- Join a local library and reserve or renew books and films
- Register for Council Tax, check the balance and make a payment
- Apply for housing benefits and check payments
- Find services and events close to their home

HR Service

HR has performed well against KPIs with them being consistently met and good progress continues to be made in the Schools system improvement project.

During the quarter the pension service paid 4,105 pensioners twice on 13th February due to a Disaster Recovery test on live system generating and additional BAC's payment. Following discussion it was agreed with the Council to not pay the pensioners in March as an offset to this payment. All pensioners affected were written to and a dedicated phone number provided for queries. In addition a hardship fund was established for any pensioners where this might cause financial difficulty, only 41 pensioners requested a longer period to repay the money and there is no financial detriment to the Council as but not paying the March payment the overpayment has been corrected and Capita is meeting the cost of managing any hardship loans. The root cause of the failure is understood and additional controls have been put in place for future Disaster Recovery tests.

HR Core was upgraded in quarter 4, this includes the functionally to submit timesheets for a prior payroll period (where prior payroll period adjustments are required or submissions had been missed) and email notifications are sent to line managers just before payroll cut-off to advise them they have unapproved timesheets that they need to approve.

However, data quality and reporting (including sickness absence and diversity) is still an area that requires improvement. CSG has a dedicated Programme Manager and a comprehensive action plan, supported by a team of business analysts, technical architects and project managers who are addressing the issues. Work is focussing on the staffing and structure data in the HR Core system as analysis shows that the current structures of Delivery Units do not reflect the structure migrated from SAP. The structure has now largely been validated with DU's. The future reporting & business requirements are being defined by the Delivery Units to feed into the improvements.

In February the SHaW service successfully organised and held a Free Health & Safety Conference for all schools within the London Borough of Barnet. The conference covered topics such as; Asbestos, Fire Safety, Construction Design Management &

Human Resources. Feedback suggests that the delegates (comprising of head teachers, business managers and site managers/ care takers) found the presentations were informative and well delivered.

In March the SHaW service launched the Health & Safety module of the Management Academy. With more than 50% of the managers having already attended in Quarter 4 2014/15 or have booked onto sessions in Quarter 1 2015/16. The responses from those who have attended requesting for further advice on E-Learning etc. were good.

A new online referral form was launched in March 2015 which provides a secure and efficient system for referral submission. This marks the beginning of a new Occupational Health specific technology platform which will be further expanded over the coming months.

Finance

The **Finance** service has supported the Commissioning Finance service during the last quarter to develop the Council's Medium Term Financial Strategy, Council budget and to prepare for the closure of accounts.

The Closure of Accounts timetable, training dates and budget holder guidance was finalised and issued to all budget managers, communicated in the CSG newsletter and available on the Council's intranet. Finance Managers and their teams have continued to raise awareness on the roles and responsibilities of budget managers through their surgeries. Internally weekly 'closure' meetings have commenced from the beginning of March within the service to ensure delivery.

The final report for the audit of Budget Monitoring - Streetscene and Commercial was been received. The overall audit opinion was satisfactory. The report identified a number of areas of good practice, these related to all areas of the process including a systematic process, clear communication of deadlines, CSG Finance support for budget managers and accountability embedded by Integra. The report identified two priority two recommendations relating to training attendance and provision of guidance. CSG are working with services to address these two recommendations

Revenues and Benefits

The service met its targets in relation to new claims (R&B KPI08) achieving 8.5 days and Benefits accuracy (R&B KP109a) of 95%. Also as previously mentioned the KPI for processing changes in circumstances (CIC) demonstrated a significant improvement from an average of 9.2 days in Q3 to 2.8 days in Q4, considerably under the 6 day target. The outstanding work volumes are being monitored and they remain at a level which will enable the KPI's to be delivered going forward into the 2015-16 financial year.

The level of aged correspondence across revenues and benefits has been reduced to more manageable levels providing a better service for customers and the Authority. The levels of correspondence were reduced by using overtime, additional resources and targeted actions. The levels of correspondence are being reported on a daily basis so that they are managed this through the busy annual billing and recovery periods of 2015-16. The changes made and process improvements will ensure the level of aged correspondence is managed within the contract requirements.

 Annual Council Tax billing was completed on schedule during March, it was also used to promote the new Resident MyAccount online service which went live in March.

Procurement Service

All 3 KPI's have been on or above the target performance consistently. The procurement guarantees to the council for the end of contract year 2 (September 2015) is £3,274,000, against that savings of £3,636,000 are forecast to be delivered.

Other activities include:
- o The "SCOT" Mapping process has been conducted to map council contracts and whether they are Strategic, Commercial, Operational, or Transactional. This will enable the service to manage contracts with a more targeted approach to contract management and risk.
- o The social value act has been integrated into the contract procedure rules and the contractual documents.
- o Category Management: The team are integrating a category management approach into the procurement plans, which will begin to form category strategies

- o A process of utilising the Procurement centre of excellence in Southampton has been initiated to support some of the more transactional processes, this allows the onsite team to be more client focused.

- o The council CPR's have been reviewed in line with the new regulation guidance form the crown commercial service, these changes then had to be approved by the council as well as the policy and resource committee. .

Estates

The KPIs for the service have been met throughout the quarter.

The inability to complete fixed wire testing of the computer room at NLBP was previously a concern.   As due to the age of the equipment it was not possible to complete the compliance test as powering down all the equipment to do the test without risking that the systems would not come back up given their age.. This was a particular concern for SWIFT. With the IS data centre

migration having completed the elements left are mainly communications components that need to remain locally within Barnet, this has enabled the testing to be completed over a weekend further reducing the risk to Barnet Council from legacy services. The work was carried out successfully during March and the servers & communications components were brought back up without incident.

The Facilities Management KPI continues to be met and further service improvements are being applied to pre-empt issues that may arise especially during the office moves later this year.

The service has also completed the consultation and Stakeholder engagement with Barnet's public / 3rd Sector on the principles of the Community Assets Strategy (CAS), and a draft report will be presented to Assets Regeneration and Growth Committee on 1st June for considerations and confirmation of the next steps of the review and approval process.

4.2 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:

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

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		
COMNS0020 - Joint As a result of inadequate training for school heads and business managers in managing health and safety compliance in premises, there is a risk that community schools do not maintain buildings in line with regulations leading to Council being fined or charged	Major 4	Possible 3	Medium High 12	Estates are consulting with the Council's Health & Safety officer to develop a strategy to address the issues raised by the HSE 07-Jul14: H&S policy updates to be targeted at schools guidance as a priority H&S running training and awareness courses and e-learning for schools Q4 update: 1. Further asbestos training is	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
				planned to be rolled out during Q1 and Q2 15-16 2. CSG Estates have produced a draft asbestos management plan; to be discussed and agreed (timing TBC) 3. Still awaiting clarity and agreement on duty holder responsibilities for non-civic estate between Council and Capita Close monitoring will continue to ensure that the planned activities are completed on time, which will reduce the risk rating to the target assessment rating					

4.3 Customer Experience

Full customer experience data and analysis will be provided as a separate report in this quarter as in the last Quarter, but a high level summary is shown below:

Quarter by Channel	Good	Average	Poor	Totals
F2F, Service				
Number of respondents	2617	329	352	3298
Percentage of respondents	79%	10%	11%	
Telephone, Service				
Number of respondents	10028	831	208	11067
Percentage of respondents	91%	8%	2%	
Web, Service				
Number of respondents	2248	790	3059	6097
Percentage of respondents	37%	13%	50%	
Email, Service				
Number of respondents	413	85	293	791
Percentage of respondents	52%	11%	37%	
Total:				
Number of respondents	15306	2035	3912	21253
Percentage of respondents	72%	10%	18%	

Overall the service has achieved the required SLA for customer satisfaction with 72% of respondents rating the service as 'Good'. To understand the reason why performance is as it is each of the channels can be reviewed independently.

- **E-mail** satisfaction has increased since December 2014 by 9% as 52% of respondents rated the service as 'good' during this quarter. Volumes have almost doubled as there were 791 responses this quarter compared to 413 in the previous quarter. The increase in volumes is being attributed to the ongoing focus to ensure that the GovMetric survey link is included in all the relevant correspondence.

- It is recognised that email performance remains below the overall target of 70%. We want to ensure that we improve in this area, the following actions are being taken to support this:

- o Review of the email templates used by Customer Services in response to queries, including improvements and identifying additional templates that would improve the quality of responses.
- o Review the quality monitoring form for e-mails to ensure that it effectively monitors the quality of e-mails allowing us to identify trends and deal with any issues effectively.
- o Conducting spelling, data checking, comprehension, word meaning and English language assessments with all staff who send e-mails to identify any training needs and identify individuals who have the skills to write and send good quality, well formatted e-mails.

- **Web** satisfaction volumes increased during March 2015, there were 3091 responses compared to 1263 in the last month of the previous quarter, this is due to the launch of the new Barnet Council website. Performance in this area has historically been below the 75% target, this trend continued into this quarter although there was a 1% increase compared to December 2014.

- Web comments are being analysed by the Channel and Knowledge Development Team so we can understand the reasons why customers are rating the website as poor. This will enable us to make changes to the website to improve customer satisfaction.

- **F2F** satisfaction has increased by 4% since December 2014 and the volume of responses has also increased. Alongside telephony this continues to be a strong area for us in regards to customer satisfaction and suggests that whilst wait times have increased over the past month, due to annual billing, customers remain satisfied with the service they are receiving. The focus area for face to face is to increase the volume of feedback received.

- **Telephony –** We are pleased to report that telephony performance is the highest it has been since all customer services calls were handled in Coventry by CSG in April 2014. Whilst performance exceeds the overall target it is recognised that the volume of calls transferred to the survey could be increased, the following actions are being taken to address this:

  - o Individual agent reports are being generated to assist performance management of staff
  - o Immediate feedback is being given to the agent if a call is monitored and the GovMetric process isn't being followed.
  - o A briefing document is being distributed to all staff reminding them of the process, highlighting the reasons why the process is in place and the importance of following the process.

- **Overall** the 70% target for Customer Satisfaction was exceeded during the quarter, although it should be noted that performance has decreased in March by 9%. Performance has increased across all channels compared to the previous quarter however the increase in the volume of feedback from the poorer performing channels has shown a negative impact on the overall performance towards the end of the quarter. A customer satisfaction workshop has been held to understand if any further actions can be taken to ensure that the target is met in the next quarter.

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Appendix 1 – Key Performance Indicators

KPI NO	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved since the previous results*	Benchmarking *How performance compared to other councils*
CS001	Percentage of customer satisfaction with the contact centre telephone service, face to face service, web service & first.contact e-mail service	Jan - Mar 15	71.75%	65.00%	15,336 / 21,295	72.02%	10.8%	Improving	internal KPI
IS004	Percentage availability of top 7 IT systems and services ("core council systems") over supported hours	Jan - Mar 15	99.7%	99.5%	1,536 / 1,540	99.7%	0.2%	Improving	internal KPI
IS006	Percentage of incidents resolved within agreed service levels	Jan - Mar 15	91.0%	91.0%	1,920 / 1,977	97.1%	6.7%	Improving	internal KPI

KPI NO	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved since the previous results*	Benchmarking *How performance compared to other councils*
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	Jan - Mar 15	100%	100%	$\frac{277}{277}$	100%	0%	Same	internal KPI

KPI NO	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved since the previous results*	Benchmarking *How performance compared to other councils*
HR008	Payroll errors: 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)	Jan - Mar 15	0.17%	0.34%	0 7,668	0.00%	100%	Improving	internal KPI
HR009	To ensure all employees are paid on the published 'pay date'	Jan - Mar 15	100%	100%	7,668 7,668	100%	0%	Same	internal KPI
FIN013	Percentage savings implemented: quality of budget planning process outcome	Annual	Report after April	97%	n/a	Report after April	n/a	n/a	internal KPI

KPI NO	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved since the previous results*	Benchmarking *How performance compared to other councils*
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	Report after June	31/05/2015	n/a	Report after June	n/a	n/a	internal KPI
FIN015	External audit completed and draft ISA 260 produced	Annual	Report after August	Pass	n/a	Report after August	n/a	n/a	internal KPI
FIN016	Unqualified external audit opinion and submitted in line with required deadlines	Annual	Report after August	18/07/2015	n/a	Report after August	n/a	n/a	internal KPI
EST018a	Civic Estates Condition	Annual	n/a	Pass	n/a	Pass	n/a	Same	internal KPI
EST018b	Building Key Statutory Compliance	Jan - Mar 15	n/a	Pass	n/a	Pass	n/a	Same	internal KPI
EST019	FM Incident resolution	Jan - Mar 15	100%	100%	$\frac{240}{240}$	100%	0%	Same	internal KPI

KPI NO	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved since the previous results*	Benchmarking *How performance compared to other councils*
EST020	Asset Disposals Annual Receipts Target	Annual	N/A	98.0%	2,612,714 / 1,202,750	217.2%	121.7%	N/A	internal KPI
RB022	Average speed of processing for new claims	Jan - Mar 15	8.86	9.00	29,924 / 3,530	8.48	5.8%	Improving	DWP ave 22 days
RB023	Average speed of processing for changes	Jan - Mar 15	9.23	6.00	196,474 / 69,332	2.83	52.8%	Improving	DWP ave 10 days
RB023a	Accuracy of benefit assessments	Jan - Mar 15	95.02%	94.00%	1,896 / 1,993	95.13%	1.2%	Improving	internal KPI
PR024a	% of the value of new contracts over £25k awarded and managed in accordance with CPR's and procurement legislation	Annual	100%	100%	150,224,939 / 150,224,939	100%	0%	Same	internal KPI
PR024b	% of the value of legacy contracts over £25k managed in accordance with CPR's and procurement legislation	Annual	99.8%	99.0%	674,053,360 / 675,271,846	99.8%	0.8%	Worsening	internal KPI

KPI NO	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved since the previous results*	Benchmarking *How performance compared to other councils*
PR026a	Number of apprenticeships through new procurement activity & Number of apprenticeships within existing supply chain	Jan - Mar 15	4	1	n/a	4	300%	Same	internal KPI
PR026b	Number of work experience placements through new procurement activity & Number of work experience opportunities within existing supply chain	Jan - Mar 15	6	4	n/a	6	50%	Same	internal KPI
CS002a	% customer services cases delivered within SLA	Jan - Mar 15	n/a	75.00%	$\frac{957}{1,044}$	91.67%	22.2%	new indicator	internal KPI
CS002b	% customer services cases delivered within SLA for customers needing additional support	Jan - Mar 15	n/a	74%	$\frac{6}{6}$	100%	35.1%	new indicator	internal KPI

KPI NO	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved since the previous results*	Benchmarking *How performance compared to other councils*
CS002c	Average number of chases/escalations made by customer services for customers needing additional support whose cases have exceeded SLA	Jan - Mar 15	n/a	1.50	76 23	3.30	120.3%	new indicator	internal KPI

Appendix 2 – Contract Variations

New Change Requests for the period are shown below.

Reference	Title	Description	Change Raised by	Status at 31-Mar-15	Financial Impact	Service Impacted
CR030	Amendment to Schedule 39 Approved Sub contractors	CR to add the sub contracted used by CSG and formally approved by LBB in line with the contract in relation to Data Protection and the required flow downs	Service Provider	Pending	-	Various
CR031	Face to Face Services Commitment amendments	aligned to Commitments T1-10 (My Account) and T3-35 (Channel Shift) as a key enabler to transform the customer experience	Service Provider	Pending	-	Various
CR032	Access Strategy Commitments amendments	Amendment to revise the commitment into Customer access strategy parts 1 (Delivered) and 2 (Submitted)	Service Provider	Pending	-	Various
CR033	Single View of the	Amendment required to recognise the	Service Provider	Pending	-	Various

Reference	Title	Description	Change Raised by	Status at 31-Mar-15	Financial Impact	Service Impacted
	Customer Commitment amendments	dependency on the delivery of the My Account product				
CR034	Cancelled as duplicate			Cancelled	-	
CR035	CIPFA user and commissioner satisfaction	The survey results for 2013 have now been provided and create a new baseline for CSG which needs to be entered into the contract schedules	Service Provider	Pending	-	ALL services
CR036	Amendment to CS commitments to align project dates and outcomes	Amendment to Commitment T2-029 date, amendment to T3-32 MI Sign off	Service Provider	Pending	-	IS
CR044	Repairs and Maintenance	Amendment to schedule 1 and 4 to reflect the return of the Repairs and Maintenance budget for the Civic Estate to the Council in line with all other managed budgets	Service Provider	Approved	£(6,514,000)	Estates
CR045	Amendments to Transformation Commitments (4)	Amendment to IT commitment for the dates for staff training & change from the IT ITIL standards to ISO standards as agreed with the Council	Service Provider	Pending	-	IS
CR046	Amendment to CS commitments to align to Gateway Project dates	Amendments to Commitments T3-35, T3-34, T1-008,	Service Provider	Pending	-	IS
CR047	Change Support with the Corporate Programmes Output Specification	Enhancing capability of the Corporate Programmes team. will allow the service to provide additional support to the Authority at a lower rate than the contract during a period when they will be undertaking a number transformation programmes	Service Provider	Approved	£ 143,396	All

Reference	Title	Description	Change Raised by	Status at 31-Mar-15	Financial Impact	Service Impacted
		concurrently.				
CR048	Reduction in Pension Contributions	To reduce the Periodic Service Charge to reflect the reduced employers contribution rate as set out in clause 15.3.6(g) of the CSG contract.	Service Provider	Approved	£(3,216,000)	All
CR049	Revise Estates Commitment for T1-021	The commitment for the SP within 24 months of the Service Transfer date to develop a Community Asset strategy , Service Delivery Plan, Estates, is to be amended and completion date changed from 01/09/2015 to 01/07/2015.	Service Provider	Approved	-	Estates
CR050	Definition of contract indexation	To clarify the calculation by which the Indexation of the Periodic Service Charge is inflated annually.	Service Provider	Approved	-	ALL services
CR051	Adult Social Care and Redundancy	The provision of additional, qualified, Adult Social Care team leaders. To avoid any additional cost to the Authority, this change is being met by the early release of some of the redundancy provisions in the contract so there is no cost to the Council.	Service Provider	Approved	-	ALL services
CR052	Estates - extension to commitment T3-145	Formally reflect the decision made by the Authority's Estates SRO on 15th October 2014 to amend the Commitment T3-145 (Departmental Property Plans). It was agreed that due to the Authority's high priorities of community asset strategy and SAMPS being delivered the commitment be extended to 31/3/2015.	Service Provider	Approved	-	Estates
CR053	Estates - Court Protection Cases	This change control is formally required to reflect this change in volume of cases (contract stipulates 2 per year).	Service Provider	Pending	-	Estates

Reference	Title	Description	Change Raised by	Status at 31-Mar-15	Financial Impact	Service Impacted
CR054	Redundancy Reallocation	This change will allow for a further release of some of the contracted redundancy provision following the completion of the CSG initial consultation following transformation. This will allow the Council to use the funding to address lower income levels that expected.	Service Provider	Pending	-	
CR055	Estates - Extension of Commitment T2 – 037, Locality Strategy	This request is for the change in delivery date of the commitment T2-037 (Locality Strategy) to enable further objectives to be achieved. The decision has been made to extend the delivery date from 1st March 2015 to 30th June 2015.	Service Provider	Approved	-	
CR056	CSG invoicing dates	Amendment to invoicing date for the periodic service charge - no change in payment date, terms or amounts.	Authority	Approved	-	ALL Services
CR057	Occupancy and Utilisation KPI Est 28	Revise the names for the persons responsible on KPI 28 following personnel change. The person responsible for data collection Interim Head of Estates – Paul Gatrill. This is to be changed Head of Estates – Russell Westlake. Change in data provider from Richard Spencer – Building Services Manager to Andrew Lumsden – Head of Building Services	Authority	Pending	-	Estates
CR058	Customer Services - Hendon Town Hall Reception	Additional reception services to be provided by CSG staff over contract term. Therefore additional staff have been employed specifically for the required roles – budget to be transferred from Adults to cover	Service Provider	Pending	£ 243,104.00	Customer Services

Reference	Title	Description	Change Raised by	Status at 31-Mar-15	Financial Impact	Service Impacted
		following transfer of registrars to Brent				
CR059	T2-004 Commitment Due Date Change	To align the commitment to the current state and dates of other deliverables	Service Provider	Pending	-	Customer Services
CR060	Third Party contracts finalisation	Contractual third party contracts true up in line with clause 7 of the contract and update Schedule 24 with final list of suppliers and the charges paid.	Service Provider	Approved	£ 9,704,000	All services
CR061	Estates - Extension of Commitment T3–131 Stakeholder engagement with Barnet's public / 3rd sector	Change in delivery date of the commitment T3-131 (Stakeholder Engagement) to enable further objectives to be achieved. Delivery date is to be amended from 31st March 2015 to 1st July 2015.	Service Provider	Approved	-	Estates
CR062	Social Care Direct Care Act staffing	Expansion of SCD to accommodate Care Act assessments and additional demand and enquiries	Service Provider	Pending	£ tbc	Customer Services
CR063	Revised IS Transformation Commitment Dates	Change in Service Provider Commitment and Timescales Dates	Service Provider	Approved	-	IS

Appendix 3 – Corporate Programmes Projects

Project Title	Project Description (include the products and deliverables of the project)	Service	Total Package Value	Billed to date
PSCIP Schools	The deliverables associated with this project are summarised as follows: a. The Orion 4 FE Primary School New Build b. Mill Hill East 3 FE Primary School New Build c. Management of Defects Process and Closure of Projects within PSCIP	Education	£145,950	£116,760
2013 Primary Schools	1. This project is to deliver the following a. Expansion of Martin Primary School to provide 1 additional form of entry (From 2FE to 3FE) b. Expansion of Moss Hall Infant and Junior School to provide 1 additional form of entry (From 3FE to 4FE) c. Expansion of Brunswick Park Primary School to provide 1 additional form of entry (From 1FE to 2FE) d. Expansion of Oakleigh Special School to provide additional pupil places e. Expansion of The Compton Secondary School to provide 1 additional form of entry f. Expansion of Copthall Secondary School to provide 1 additional form of entry g. Expansion of Christ's College Secondary School to provide 1 additional form of entry	Education	£319,302	£293,216.57
2013 Secondary Schools	This project is to deliver the following a. Expansion of The Compton Secondary School to provide 1 additional form of entry b. Expansion of Copthall Secondary School to provide 1 additional form of entry c. Expansion of Christ's College Secondary School to provide 1 additional form of entry	Education	£238,140	£181,440
2015 Schools	This project is to deliver the following a. 1 new 2FE Primary School at the London Academy to create an all through school b. Expansion of Osidge Primary School to provide 1 additional form of entry (From 2FE to 3FE) c. Expansion of Oak Lodge Secondary Special School to provide 35 additional pupil places d. A feasibility study investigating the viability of the expansion of Claremont Primary School to provide 2 additional forms of entry (From 2FE to 4FE) e. Assurance through a "Watching Brief Role" for projects delivered directly by Academies or Diocese including i. Wren Academy ii. Pavilion Way iii. St Josephs iv. Blessed Dominic	Education	£1,105,361.50	£696,596.50

Project Title	Project Description (include the products and deliverables of the project)	Service	Total Package Value	Billed to date
Hendon Cem & Crem	This project is to deliver the following • Installation of new mercury abated cremators • Works required to address problems with electricity and water services to the site • Works to address existing significant and immediate maintenance issues across the site that are defined within condition survey	Corporate	£61,132.20	£54,227.40
Libraries Capital Programme	This Special Project proposal is for the development of a Libraries Capital Programme to effectively support the delivery of key library capital projects	Family Services		£0.00
Unified Reward Structure	This project is required as part of the workforce strategy and, in particular, the 'recognising and rewarding performance' strategic theme.	Corporate	£433,126.36	£313,429.17
Mobile working for Barnet Homes	Barnet Homes want to introduce First Touch mobility solution with a vision to implement hand-held technology to reduce inefficiencies and deliver faster service to customers. The solution of utilising our highly skilled mobile workforce using handheld PDAs is seen as the natural solution to all our customer service and productivity requirements	Barnet Homes	£139,147.66	£255,947.76
Schools Architects	Technical Team for 2015 Schools Construction Projects	Education	£1,258,136.42	£1,042,153.68
PSN Public Services	On the 27 October 2013, the London Borough of Barnet (LBB) received certification to join the Public Service Network (PSN) and transferred to this network on 16 December 2013. This certification is valid until 31 July 2014 with a requirement for a new Code of Connection application being submitted no later than 30 June 2014. The PSN security requirements are an increasing standard, with more controls being implemented and required each year, with an aim to bring the PSN connection and all those who utilise it in line the HMG Security Policy Framework (SPF) by 2016.	Corporate	£0.00	£0.00
Members IT Equipment post election	The local elections will take place on 22 May 2014. Following the elections, the Council wishes to issue Members with new IT equipment. It is important that Members can operate securely (in line with Council PSN requirements), yet flexibly and remotely using up to date, fit for purpose information technology.	Corporate	£233,554.68	£90,772.47
MRP Savings Project	Considerable MRP savings/reductions were identified and this project will focus on validating and delivering these savings by engaging the transferring Finance team, more extensive data and archive information.	Corporate	£200,000	£200,000
New Build Community Centre	New build Community Centre to replace the building that was at 116 Coppetts Road, London N10 1JS)	Education	£76,824.90	£76,824.90

Project Title	Project Description (include the products and deliverables of the project)	Service	Total Package Value	Billed to date
eCAF	Completion of Low Level Design and Implementation of Technical Solution for the eCAF Project	Family Services	£314,541.70	£314,541.70
IS Workpackages	This SPIR will cover outstanding backlog of IS work packages and service requests for May YTD. Full audit trail is included within the supporting documentation; please see appendix. This includes details such as call request numbers and requestors and Barnet cost centres. These works have been carried out by Capita in good faith since the go live date of 1st September 2013.		£53,208.61	£345,479.17
Adults & Communities Programmes	(was SPRR90&91) x	Adults	£804,934.60	£804,934.60
Childrens Tribal Phase 2	Implementation of Tribal system for Early Years• Identify Authentication options • Review vendors external access solution against standards • Review options against IT roadmap & strategy • Security review and approval • Creation of timescales and pricing for the design and delivery of the selected option Out of Scope • Implementation of an Authentication solution• Facilitation of installation of the new software modules onto existing Capita infrastructure • A proposal (WS2) detailing timescales and pricing for delivery of a Portal for access to the available Tribal functionality • A proposal detailing timescales and pricing to deliver a means of Authentication to manage security for external users requiring access to Tribal	Family Services	£142,087.60	£158,453.10
Bank Services Procurements	Re-tendering of corporate bank contract and implementation of new banking arrangements, bank accounts processes and financial system interfaces implemented, to go live by 1st January 2014 .	Corporate	0	£132,630
SPA Project Management	Deployment of Project Management and Commercial Resource to facilitate delivery of Revised OBC for February 2015	Adults	£152,352	£152,352
Resource Pool	Resource management - Maintain an aggregated forward resource plan, allocate resources to work packages and projects, maintain a resource supply plan, manage the retained Resource pool size, performance manage the retained resource pool • Deliver Barnet-specific inductions, training and briefings	Corporate	£132,722.48	£132,722.48

Project Title	Project Description (include the products and deliverables of the project)	Service	Total Package Value	Billed to date
Libraries ICT	The scope of the requirements contained within the SPIR is quite broad, and represents a desire to fundamentally review all areas of ICT provision in relation to the Libraries Service. Specifically mentioned in the SPIR as areas requiring attention are: • A review / replacement of NetLoan • Increasing capacity and functionality of wifi at all sites • Enabling the mobile library service to connect to the LMS • Refreshing and resolutioning all elements of the IS infrastructure that underpins Libraries service delivery (network, server, storage, end-user computing for both staff and public) • A review / replacement of Vubis, the current LMS	Family Services	£61,198	£61,198
Front Door Phase 2		Adults	£330,000	£138,571.71
Tribal 2 (Workstream 2)	Portal to access five new modules being absorbed into the existing Tribal application. Some of these new modules will enable the External users to access the system.	Corporate	£98,972.05	£98,972.05
Tribal 2 (Workstream 3)	Authentication of five new modules being absorbed into the existing Tribal application. Some of these new modules will enable the External users to access the system. In order to facilitate this access two factor authentication is required to meet PSN and Capita security standards	Corporate	£15,158	£15,158
Streetscene Transformation Programme (Phase 2)	A collection of projects to deliver benefits in four areas - Waste, Streets – Borough Cleansing, Transport and Mortuary Shared Service	Streetscene	£346,975	£346,975
Early Years Implementation	Agreement of Early Years Model and implementation of Early Years Project (Model Dependency)	Education		£112,536
Programme Services		Corporate		£88,780
Depot Relocation (Oakleigh)	Development of Planning applications for Oakleigh and B'Wood sites for the Depot			£195,162.80
Smarter Working - Indexing				£88,293.08

Appendix 4 – Corporate Programme Resources

Project	Current Status	Role
A8: New build of CIL and Grahame Park Library	Approved	PM
Private Rented Scheme	Approved	PM
Portfolio Office Support	Approved	PMO
Adults Social Care PM	Approved	PM
Housing PM	Approved	PM
Libraries Strategy	Approved	PM
Social Care Direct Resource	Approved	BAU