Customer Support Group (CSG) – Q4 2015/16

1. SUMMARY

1.1 DELIVERY UNIT DASHBOARD

Financial	
Projected year-end revenue budget variance	**Capital actual variance**
500	

	Performance
Green rated	92% (22)
Green Amber rated	4% (1)
Red Amber rated	0% (0)
Red rated	4% (1)

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements
Customer Services satisfaction improvement CSG Customer Services satisfaction improved to 76.8% over the quarter, up from 73% over the last three quarters, this is despite the challenges brought by annual billing, secondary schools national offer day, elections activity and a double bank holiday. The face to face GovMetric channel satisfaction index results for February show that Barnet was ranked 4th and is the highest ranking unitary council. During March face to face satisfaction was 12.6% above the target of 80% and the phone channel was 8.4% above. Web satisfaction for the quarter is the best to date at 45.2%, this compares to 36.9% for the same period last year.
Council Tax cash collection £5.1m ahead of last year An additional £5.1m has been collected for the Council during 2015/16 compared with the previous year. This has been driven by the Council Tax property base growing from 143,350 to 146,082 and a change to the Council Tax Support scheme being reduced from 91.5% to 80%, despite these factors in-year collection remained close to last year at 96.06%, down by only 0.39%.

Top 3 Achievements

The NNDR in-year collection rate was 96.74% at March 2016 up by 0.42% on the 2014-15 collection rate. In this third year, the business rates team have delivered year on year improvements, reaching 96.74%, from a 95.83% in year 1.

Tarling Road Community Hub granted planning permission

On the 31st March 2016 the Tarling Road Community Hub was granted planning permission, approving the delivery of a 980sqm community facility with nursery provision. The project is being delivered by the Customer Support Group (CSG) utilising technical expertise and services from Capita Group. The project team have worked alongside the community to understand local needs to design the first of the London Borough of Barnet's (LBB) Community Hub portfolio. The new Hub will provide a replacement for two of LBB's community facilities, and be utilised by a range of different groups delivering valuable services to the local community. The work is scheduled to commence in late summer 2016 with the Hub complete for spring 2017.

Key Escalations	Actions required
HR Payroll Accuracy HR Payroll Accuracy failed in January and March with error rates of 0.18% and 5.44% respectively against a 0.1% target. The January error mainly related to a failure to process 6 staff leavers in full. In March the failure was due to an historic issue with 415 teachers' contributions between April and August 2015 which were resolved, staff were made aware and there was no impact on their pensions; this was linked to a software error.	Complete the management of the under and overpayment incurred by staff in accordance with Council policy and staff welfare requirements. Retraining staff in relation to staff leavers and put in place a new checking procedure. Test and roll out the software fix provided by the third party supplier whilst maintaining the issue mitigation through manual processing and checking.

Key Escalations	Actions required
Libraries IT The library management system failed on 3rd March and was unavailable for about a month. Emergency backup systems were in place for critical library functions (issue & return of books) and use of self-service kiosks. Wi-Fi services and access to public PCs, printers and other equipment were also restored. The root cause was due to a combination of server and system errors.	New infrastructure has been built with increased physical resilience in place to back up the system to a secure offsite backup service. A similar issue could arise only if the server, software and secure back up service were all compromised. While not impossible, this would be an extremely unlikely scenario. In the unlikely event of a future failure, an extra layer of protection has been added in now having off-site back-ups. This means that the impact of any future outage would be downtime of hours rather than weeks.

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

As outlined above there have been significant achievements in Quarter 4 and the only KPI to fail was HR payroll accuracy. However here was an issue with the complete failure of the Library database which has significantly impacted the service and temporarily caused the complete suspension of the technology enabled opening pilot Library in Edgware.

The focus of the CSG **Finance** service over the last quarter had focussed on three key areas:

1. Business Planning – The service has continued to support Delivery Unit and Commissioning Directors to submit their capital bids and revenue saving opportunities over the last quarter which will form part of the Council's updated Medium Term Financial Strategy. Where necessary the saving opportunities have been challenged or financial analysis completed to challenge and scrutinise their deliverability.

2. Closure of Accounts Preparation – In the run up to the closure of accounts and end of the financial year the service have developed the full closure timetable and this is progressing well with risks being mitigated and raised with the Council and Partnership team as necessary. The service will produce the Group accounts for this financial year and therefore the service has been working directly with Barnet Group to ensure that intercompany transactions and their accounts are both agreed.

3. Cambridge Education Integra Development – Following agreement with the Council the service have developed a separate version of Integra for Cambridge Education, the new provider of Education Services to the Council. The service worked in Partnership with the wider Capita Group and Cambridge Education colleagues to achieve this in a short timescale of ten weeks and the system went live on the 1st April 2016. The solution mirrors the version of the system used by the Council and operational processes will be consistent.

Revenues & Benefits met the three KPI's performance targets for the quarter. The Council Tax four year collection was 98.63% against a target of 98.39%. The in-year net collectable debit has increased by £5.5m for 2015-16 compared to 2014-15 due to the growth in the council tax property base and the reduction in Council Tax Support from 91.5% to 80%; in the year 2015/16 £5.1m additional council tax has been collected than in the previous year. The in-year overall collection rate was 96.06% down by 0.39% on the previous year, which correlates with the reduction in the Council Tax Support. In isolating CTS cases, 90.24% has been collected, ahead of the budgeted forecast of 80%.
The NNDR in-year collection rate was 96.74% at March 2016 up by 0.42% on the 2014-15 collection rate. In this third year, the business rates team have delivered year on year improvements, Reaching 96.74%, from a 95.83% in year 1.

The level of daily electronic correspondence received by the council tax department is between 600 and 650 items a day. The current outstanding level of unanswered correspondence is 4,474 compared to 5,515 at the end of the last quarter. With annual billing taking place at the end of March additional resource has been sourced to deal with the increase in correspondence and will support the Barnet contract to clear the additional correspondence which is predicted to increase daily levels to between 800 and 1,100 items a day.

The additional resource mentioned above is 6 fte from within Capita Local Government for May which will enable the service to reduce the levels of outstanding post. At the same time the level of correspondence being received will be based on previous years reduce and with the additional FTE will reduce the level of correspondence. We are also working with the contact centre so that are able to assist us in handling work items which may generate repeat calls thus reducing the need for customers to chase work items via the contact centre."

Customer Services - 4 of the 5 KPIs were achieved in this quarter. While the overall customer satisfaction improved in the quarter to 76.8% despite the challenges brought by annual billing, secondary schools national offer day, elections activity and a double bank holiday, the target of 80% continues to be challenging as customers move to less interactive channels.

The 65% end to end customer satisfaction target was not achieved for the quarter, although the end result of 63.4% is 2.4% improvement on the previous quarter.

Whilst Performance Indicator performance was mixed, significant improvement has been seen in face to face wait times, member's enquiries, emails and complaints. Call answer time was not achieved during the quarter, mainly due to the demand from parking related calls following changes to the service.

The **HR Service** Business Partners and their supporting advisors have made a positive impact over the quarter assisting their Delivery Units to manage staff more effectively. This work has focused on a number of aspects including Absence Management and Establishment changes.

HR Self-Service improvements were rolled out in March; monitoring engagement with the on-line solution will now follow.

A new programme for corporate induction has been successfully rolled out. The People and Organisational Development Strategy has been agreed with governance taking place through the monthly Workforce Board meetings.

A high volume of transactions for this quarter with regards to Establishment changes has led to a review of the end to end process to give greater visibility and tracking for the Council and HR service. New process maps for guidance on how to manage the Establishment data have been published through the Intranet with associated staff briefings being rolled out April through May.

While the **IT Service** achieved all KPI's in the quarter, there were significant issues with Citrix for the first two weeks of January and Libraries in March. The Citrix issues were subject to an extensive improvement plan and rebuilding certain components, this has been stable since the improvements completed.

A material outage to the Library Management System occurred on 3rd March causing significant issues for both business as usual services in the libraries and a pilot to run technology enabled libraries. The system remained unavailable for about a month, although emergency backup systems were in place for critical library functions (issue & return of books) and use of self-service kiosks. Wifi services and access to public PCs, printers and other equipment were also restored, but the technology enabled opening library pilot in Edgware remained closed for the period. The root cause was due to a combination of server and system

errors. The IT services were restored to live on 31 March, with more work required throughout April to update configuration and restore data for libraries. The event was controlled as a major incident and specialist teams put in place to work on the fix.

To avoid a similar failure in the future new infrastructure has been built with increased physical resilience in place to back up the system to a secure offsite backup service. A similar issue could arise only if the server, software and secure back up service were all compromised. While not impossible, this would be an extremely unlikely scenario. An extra layer of protection has been added in now having off-site back-ups. This means that the impact of any future outage would be downtime of hours rather than weeks.

Members IT is the subject of an improvement plan which has already seen progress made, a cross party Member working group has been established to ensure that IT meets Member's needs.

Following management changes the IT Service is the subject of a Service Improvement Plan, with a focus to improve the responsiveness to the changing needs of the Council.

The **Procurement service** have led the exploration of a 'lab' concept for testing new solutions, with the intention being to bring suppliers and market shapers into an environment where creative techniques and processes can be developed and tested. The team are currently investigating how the new Procurement Regulation on 'innovation partnerships' can be used to assist the process and how the council can award contracts that may eventuate from the 'lab'.

As part of the transition for mobile telephony from Vodafone to 02 all Nokia devices have now been migrated to the 02 service, with Blackberries to be migrated over the next two months.

The Home and Community support and Enablement Contract procurement process was completed in the period, this will improve service levels and the supply chain resilience with the Adults Delivery Unit.

Review of Contract Procedure Rules is underway with the intention to submit to the Constitution and Audit Committee in June.

A new head of the **Estates** service is being recruited following management changes.

The Schools Modernisation Programme 2015/16 has progressed with only two projects outstanding that are expected to complete in August 2016 and the programme for 2016/17 has been agreed.

The Community Asset Strategy Acceleration has started and the team are progressing with tenant visits with a view to complete this phase by the end of May 2016 with only aborted visits taking place in June 2016.

There were an unusually high number of incidents at Barnet House in the month of January involving members of the public, following investigations security has been increased and both physical design and staffing changes are being planned to improve security.

1.4 ASSESSMENT OF SUPER KPIS

Super KPI's have varying measurement periods, **Compliance with Council Policy** is assessed every quarter and this Super KPI passed during the quarter with 3 breaches confirmed compared with a target of less than 6.

1.5 SERVICE CREDITS PAYABLE IN PERIOD

Period	KPI	Performance Level v Target	Service Credit Applied (£'s)
Jan-16	HR KPI 17a - Payroll Accuracy – error rates	0.176% achieved v's 0.10% target	£2,752
Mar-16	HR KPI 17a - Payroll Accuracy – error rates	5.44% achieved v's 0.10% target	£4,127
Total Service Credits in Period			**£6,879**

2. CONTRACT REPORTING

2.1 Overview of performance against Contract

	RAG						Direction of Travel		
	Green	**Green Amber**	**Red Amber**	**Red**	**Total RAG ratings**	**Monitor**	**Improving or the same**	**Worsening**	**No Direction of Travel**
Strategic	0	0	0	0	0	1	0	0	1
Critical	22	1	0	1	24	20	17	2	25
Overall	**92% (22)**	**4% (1)**	**0% (0)**	**4% (1)**	**100% (24)**	**47% (21)**	**89% (17)**	**11% (2)**	

2.2 How is the Delivery Unit achieving against its Key Performance Indicators (KPIs): *Escalated KPIs only*
Appendix A outlines the indicators which have met their target in Q4

Ref	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Type of indicator	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period Q3 2015/16*	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*
CSO10a OR 10b CSG/C4	GovMetric Customer Services	Critical	Jan - Mar 2016	73.0%	80.0%	28645/37285	76.8%	4.0%	Improving
HR17a CSG/C14	Payroll Accuracy - Payroll Error Rates	Critical	Jan - Mar 2016	2.9%	0.2%	416/7646	5.4%	3527.2%	Worsening

2.3 Interventions & Escalations

Ref and title	Comments and Proposed Intervention
HR17a CSG/C14 Payroll Accuracy - Payroll Error Rates	HR Payroll Accuracy failed in January and March with error rates of 0.18% and 5.44% respectively against a 0.1% target. The January error mainly related to a failure to process 6 staff leavers in full. In March the failure was due to an historic issue with 415 teachers' contributions between April and August 2015 which were resolved, staff were made aware and there was no impact on their pension; this was linked to a software error. The main interventions are: • Retraining staff in relation to staff leavers and put in place a new checking procedure. • Test and roll out the software fix provided by the third party supplier whilst maintaining the issue mitigation through manual processing and checking.
CSO KPI 10a – Customer Satisfaction	During the quarter Customer Satisfaction for the initial contact was below the target level at 76.8% against an 80% target, although the performance has increased from 73%. The web and email satisfaction scores are typically the lowest across all channels for every organisation with inevitably face to face and telephony likely to remain higher due to the personal nature of the interaction. However, there remains a service improvement plan in place which has seen significant progress in the quarter. This includes web satisfaction for the quarter being the best to date at 45.2%, this compares to 36.9% for the same period last year.

3. RESOURCES AND VALUE FOR MONEY

3.1 Contract price

3.2 Capital
N/A

3.3 Contract Changes in Period
Seven Contract Changes were agreed during the quarter; four further Change Requests were submitted and are still pending. The detail relating to these changes is shown in Appendix 2.

This table shows the total number of Contract Changes raised since the start of the CSG contract and the financial impact on the cost of the contract.

Cumulative Contract Change Summary

Change Raised by	Status	Number of Changes	Summary Financial Impact (£s)
Authority	Agreed	12	£(372,453)
	Cancelled	2	N/A
	Pending	2	To be agreed
Sub Total		**16**	
Service Provider	Agreed	38	£895,024
	Cancelled	16	N/A
	Pending	16	To be agreed
Sub Total		**70**	
Total		**86**	£522,571

The cumulative financial impact has changed significantly from the end of Quarter 3. The reasons for this are:

- Three of the Changes approved during Quarter 4 (leases/rents, Refresh of IT devices and Axiom as per Appendix 2) increase costs by £242,238

- Two previous Change Requests covering Unified Reward and Corporate Programmes have been cancelled reducing change costs by £300,396. The work was delivered within the scope of the original contract.

- Redundancy monies no longer required have been refunded to the Council under a previous Contract Change and have reduced costs by £1,000,000.

- The impact of two previous Changes has been amended resulting in reduced costs of £45,239

The net effect of these changes has been to reduce the overall financial impact by £1,103,397 from £1,625,968 to £522,571 (for details see Appendix 2)

Appendix L of the Council's Quarter 4 Performance Report also shows the detail of all Contract Changes agreed since the start of the CSG contract

4. OVERVIEW OF DELIVERY UNIT

4.1 Managing the Business

Description	Variations				Comments	% Variation of revised budget
	Original Budget £000	Revised Budget £000	Actuals £000	Outturn Variation £000		
CSG Managed Budget	3,986	3,626	3,587	(39)		-1.1%
CSG Management Fee	16,836	18,481	19,020	539		2.9%
Total	**20,822**	**22,107**	**22,607**	**500**		**2.3%**

Finance

The service has maintained its performance over the last quarter, delivering all its KPI and PI commitments. A number of the KPI indicators are annual and some are yet to be measured as they relate to the Council's closure of accounts which are currently being concluded.

Revenues and Benefits

The Revenues and Benefits service has achieved all its KPI Performance targets in the quarter. However, while the Council Tax speed of processing has improved from 18.8 days at the end of last quarter to 14.7 days this quarter it still remains above the 10 day target. Therefore further work is planned to reduce the outstanding correspondence levels and associated with that the average processing time.

The team continue to work closely with the CSG Customer Services contact centre to improve the service delivered to residents by managing resources in both the contact centre and the back office to assist in call handling and reducing correspondence.

Customer Service

The service achieved 4 of the 5 KPIs this quarter: Details are provided below, CSO KPI 10 - Customer Satisfaction and CSO KPI 10b – End to End Customer Satisfaction are the KPI'S which failed in the quarter and are a focus for improvements.

CSO KPI 10 - Customer Satisfaction - satisfaction improved to 76.8% over the quarter against an 80% target, up from 73% over the last three quarters, this is despite the challenges brought by annual billing, secondary schools national offer day, elections activity and a double bank holiday. Performance for all channels has improved since the previous quarter, with web performance being best to date. The face to face GovMetric channel satisfaction index results for February show that Barnet was ranked 4th and is the

highest ranking unitary council. During March Face to face satisfaction was 12.6% above the target of 80% and the phone channel was 8.4% above. Both email and web satisfaction has improved, with web satisfaction for the quarter being the best to date at 45.2%, this compares to 36.9% for the same period last year.

CSO KPI 10b – End to End Customer Satisfaction – achieved a quarterly outturn of 63.4% versus a target of 65%, with March achieving 67.2%. This KPI continues to be affected by the changes in the e-permits parking system following due to the issues with addresses not being loaded and the lack of eligibility, where the permits were granted previously. A new and improved survey has been implemented and letters replaced with outbound calling with the view to encourage more customers to engage in the survey.

CSO KPI 12 Customer Advocacy (CAS escalations) – this KPI is specific to Customers needing Additional Support (CAS) , the KPI has exceeded the target during the quarter with a good focus on Customer Advocacy and the ratio of CAS escalations to CAS cases. A new CAS person initiative has been implemented in this quarter, where we are proactively flagging customers as CAS and enabling direct access to services via dedicated line.

CSO KPI 13a Customer Advocacy (SLA performance) exceeded the 90% target for the quarter with 93.3% of cases closed by Customer Services, where they own the end to end process.

CSO KPI 13b Customer Advocacy (CAS SLA performance) – 100% achieved for the quarter

CS 1a Face to Face non appointment wait time & CS 1b Face to Face – appointment wait time - following the implementation of the new ticketing and appointment system last quarter both PIs continue to perform well within the target of 5 minutes. Over 90% of the calls into contact centre are resolved at that point, removing the need for an appointment, which has improved customer satisfaction.

CS PI 3 – emails and web forms (5 day) – Performance this quarter has varied with the target being achieved in February at 95%, but well below in March at 69%. Whilst the PI has not been consistently achieved, there is a consistent web forms performance of 88% and above. However, the team have handled 1,650 more emails/web forms in this quarter in comparison to previous quarter and the increase in contact is predominantly associated with the increase in Parking Service demand. Although March also saw the dip in performance due to Secondary School National Offer day emails being stuck on an specific public email service, which led to higher concentrated demand. There are several initiatives being pursued to further improve the consistency of the service.

CS PI 2 – Emails and Web Forms forwarded within 1 day – the target changed to 95% within 1 day from October 2015, this has been exceeded throughout the quarter.

CS PI 5 – Members Enquiries responded to within 5 days (target 95%) – this has been consistently achieved or exceeded throughout the quarter. March 2015 had the best performance to date at 79.6%, this compares to the same month last year at 60.5%, which reflects the improvement in the service provided.

CS PI 6 – 80% of calls answered in 60 seconds – this target was just missed for the quarter averaging 77%.

HR Service

The HR Service achieved all KPIs within the quarter with the exception of the Payroll Accuracy measure which failed in January and March with error rates of 0.18% and 5.44% respectively against a 0.1% target. The January error mainly related to a failure to process 6 staff leavers in full, retraining was carried out and a new checking procedure put in place. In March the failure was due to an historic issue with 415 teachers' contributions between April and August 2015 which has been resolved, staff were made aware and there was no impact on their pension, this was linked to a software error.

IS Service

While the **IT Service** achieved all KPI's in the quarter, there were significant issues with Citrix for the first two weeks of January and Libraries in March and both were subject to accelerated remediation plans.

Procurement Service

All 3 KPI's have been on or above the target performance consistently for the quarter.

Estates

All key performance indicators were achieved during the quarter against the contractual targets.

Property Services are charged with monitoring the Authority's property commercial rental income, this income is subject to a contractual guarantee of £2.18m for the year to August 2016. For the period covering September 2015 to March 2016 £1.405m has been achieved and on track to achieve against the target for the year.

Building Statutory Compliance (Civic Estate only): Building Statutory Compliance (Civic Estate only): Following review of top 5 items within the Civic estate and confirmation that all of the top 5 items are up to date there has been a migration of information from the Atrium system to the Info Exchange Software system. Info Exchange is now the primary system used for recording and reporting compliance activities.

For the Facilities Management (FM) resolution KPI: A total of 392 support calls were received in the quarter. Throughout this period, all 392 calls were closed within the allocated fix by time and therefore FM met their KPI for the period.

5. Risk Overview

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

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

(PROBABILITY axis on the left)

Risk Commentary for Delivery Unit:

Risks reported are those carried forward from Q3

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: 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	Possible 3	Major 4	12	Estates are consulting with the Council's Health & Safety officer to develop a strategy to address the issues raised by the HSE

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1. Risk still being managed locally in the interim.
2. CSG SHaW are formulating proposals for a training program for premises managers, that includes asbestos | Treat | Quarterly | 8 |

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
COMNS0029: Introduction of online new claims form may impact the time it takes to provide responses to customers.	Almost Certain 5	Moderate 3	15	The Service is undertaking monthly reviews to establish if there is a significant impact on turnaround times. This will inform future Service Delivery planning.	Treat	Quarterly	9
COMNS0030: Forecasting of the National Non-Domestic Rate (NNDR; also known as business rates) and Council Tax bases for Government returns is essential for the accurate planning of the council's medium term financial strategy.	Likely 4	Moderate 3	12	The appropriate Council Tax and NNDR staff work across the sections of their contracts to ensure that all available knowledge is used to forecast tax base changes. Use of third party software such as Inform Plc to improve accuracy on NNDR appeals forecasting. The staff knowledge and input will minimise the risk of inaccurate forecasting.	Tolerate	Quarterly	9
COMNS0031: There is a risk that a lack of clarity over the direction of **Revenues and Benefits** projects post 1-4-2016 could impact delivery expectations.	Likely 4	Moderate 3	12	Timely reviews to be conducted on time limited projects to agree direction of travel and delivery of the service with any agreed contract changes that are required. Early review of projects to establish requirements going forward and enable any changes to be discussed and agreed.	Tolerate	Quarterly	9
COMNS0032: Closure of Barnet House requires the need to re-engineer the service delivery.	Likely 4	Moderate 3	12	The current main service delivery from Barnet House which will be impacted by the closure are new claims F2F, welfare reform joint working (DHP etc.). A proposal will be issued to the Council regarding re-engineering the new claims process which will reduce the onsite requirement. The welfare reform team and Council Tax teams plus the remaining onsite new claims teams will be moved to the new site in 2017.	Tolerate	Quarterly	9

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
COMNS0033: As a result of interruptions to technology and systems there is a risk of service interruption.	Likely 4	Moderate 3	12	Regular service reviews with technology management to highlight and escalate to Partnership Management as appropriate.	Treat	Quarterly	
COMNS0034: Sustainable resourcing and workforce planning. The Council use of temporary workforce is in the upper quartile for London boroughs, reflecting challenges within the social care market and also related to service changes. The Council's ambition is to deliver the People and OD Strategy and ensure the workforce has the right skills to meet local requirements. As a result, workforce plans, including a reduction of temporary workforce are a priority. If we didn't achieve this it would lead to difficulties in retaining organisational knowledge and talent - could impact service delivery.	Likely 4	Moderate 3	12	Each Council Delivery Unit has a workforce plan, including forward assessment of how they will reduce current use of temporary workforce, increase longer-term recruitment and retention in key areas and ensure required skills are in place.

This is supported by HR Business Partners and reviewed quarterly by the Council's Workforce Board.

Projects to reduce temporary workforce to c15% of the workforce spend and increase apprenticeships are underway. | Treat | Quarterly | 8 |

6. Customer Experience

Full customer experience data and analysis will be provided as a separate report as previously, but a high level summary is shown below:

GovMetric Feedback volumes and performance scores by Channel

Full Quarter	Good	Average	Poor	Totals
F2F				
Number of respondents	5275	263	270	5,808
Percentage of respondents	91%	5%	5%	
Phone				
Number of respondents	18577	1779	609	20965
Percentage of respondents	89%	8%	3%	
Web				
Number of respondents	4531	1278	4211	10020
Percentage of respondents	45%	13%	42%	
Email				
Number of respondents	262	26	204	492
Percentage of respondents	53%	5%	41%	
Total:				
Number of respondents	28645	3346	5294	37285
Percentage of respondents	77%	9%	14%	

Monthly breakdown and overall quarterly GovMetric performance by Channel

All channels	Target	Phone	Email	Web	F2F	Total
January	80%	87.9%	56.5%	46.5%	89.5%	75.7%
February	80%	89.4%	54.1%	46.2%	89.9%	78.4%
March	80%	88.4%	50.0%	43.3%	92.7%	76.3%
Qtr to Date	80%	88.6%	53.3%	45.2%	90.8%	76.8%

Commentary

Overall

There was a 3.8% improvement in overall satisfaction since the previous quarter to 76.8% against the 80% target, with highest percentage of 78.4% customer satisfaction achieved in February 2016. Performance for all channels has improved since the previous quarter.

Actions to improve performance are ongoing and progress is reviewed on a regular basis. This is reflected in the improved performance for the quarter. To understand the improvement in performance and the development areas a commentary for each channel is included below. The nature of the measurement and complexity of the work that needs to happen to improve the web means that it will take time to see significant improvements, although the figures are moving closer to the upper quartile benchmark for other Councils using this methodology.

Face to face

Face to face satisfaction exceeded the 80% target, and following the 7.4% increase last quarter a further improvement of 2.8% was made this quarter achieving 90.8%. Implementing advisor codes, which has allowed us to link feedback to each advisor, has continued to have the desired impact on individual performance and is now part of our standard performance management process. Following the implementation of the new ticketing and appointment system in November 2015 the waiting time for customers have also improved, which has had a positive impact on the overall result.

Barnet face to face customer satisfaction has maintained its position in top 10 channel satisfaction index results throughout the quarter, outperforming other unitary councils who are measured through the channel satisfaction index.

Web

The quarterly performance of customers who are satisfied with the web was 45.2% which was an improvement of 2.2% in comparison to the previous quarter. There has been a lot of work and focus on the web this quarter. Customer Services are leading a web group attended by senior Delivery Unit Leads. The group are continuing to make significant improvements to the website resulting in better customer feedback. The challenge is now to embed the good working practices implemented as business as usual to ensure progress is maintained. Currently the Barnet website is just outside the top 10 GovMetric Councils for web satisfaction, this is a significant improvement since last October when the website was in the fourth quartile.

The findings of this group continue to report into the Council's Delivery Board to ensure the profile and focus is at the appropriate level. Updating of the Web content continues to be prioritised resulting in improvements to the speed of changes. In addition to the focus on content we have again been addressing any potential technical issues, ensuring that these are reported to IT quickly to enable a quick resolution. There will continue to be a focus on the web to ensure the Service continues to improve. Further enhancements will be proposed prior to and as part of the Customer Services Transformation Programme.

Telephone
Telephony customer satisfaction has achieved 88.6% in this quarter. This is a 0.3% increase compared to the previous quarter and exceeds the target by 8.6%.

The implementation of the series of Interactive Voice Response (IVRs) tools in August and September 2015 are continuing to have an impact on customer satisfaction and the score for the quarter particularly in relation to Council Tax, where we have seen an increase in call volumes due to annual billing. In addition, Parking service issues have had a continued impact on the customer satisfaction.

Agent codes are now part of our standard quality monitoring and performance management process and this allows us to identify the source of any poor satisfaction scores, linking them back to the individual who handled the call, by listening to the call recording and understanding the root cause of the poor feedback and addressing the issues directly. A risk based monitoring strategy has been implemented which helps us to improve quality as we are monitoring calls which customers have rated as poor.

Email
Email satisfaction has improved by 6.5% in comparison to the previous quarter.

We have reviewed and implemented a set of GovMetric questions for email satisfaction, which was aimed at encouraging customers to leave comments in relation to their feedback. This went live on 21st December and whilst we have seen a reduction in the volume of feedback received we have seen an increase in the percentage of response where constructive feedback has been left. Work is now underway to analyse the feedback and identify improvement areas.

It is recognised that email performance remains below the overall target of 80% and remains a focus area for improvement. The quality team are continuing to monitor outgoing emails with a particular focus on issue resolution and whether or not the GovMetric satisfaction link has been included. Where an error is identified feedback is delivered to the Advisor immediately and the necessary action is taken to address this.

Appendix 1 – Key Performance Indicators
Performance indicators which have met or exceeded their target in Q4 2015/16

Ref	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Type of indicator	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period Q3 2015/16*	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*
RB08 CSG/C1	Benefits claims processing - new claims	Critical	Jan - Mar 2016	9	9	22933/2533	9	0.6%	Worsening	
RB09 CSG/C2	Benefits claims processing - changes in circumstances	Critical	Jan - Mar 2016	5	6	127067.698/56157	2	62.3%	Improving	
RB09a CSG/C3	Accuracy of benefit assessments	Critical	Jan - Mar 2016	95.6%	94.0%	1355/1416	95.7%	1.8%	Improving	
CSO10b CSG/C5	Resolution Satisfaction – Survey Monkey	Critical	Jan - Mar 2016	1	1	71/112	1	5.7%	Improving	
CSO12 CSG/C7	Customers needing additional support	Critical	Jan - Mar 2016	3	0	60/15	4	166.7%	Improving	
CSO13a CSG/C8	Meeting SLA Customer Services (Parking and Assisted Travel Only)	Critical	Jan - Mar 2016	93.1%	85.0%	1948/2087	93.3%	9.8%	Improving	

Ref	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Type of indicator	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period Q3 2015/16*	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*
CSO13b CSG/C9	CAS SLA no worse than SLA (Parking and Assisted Travel Only)	Critical	Jan - Mar 2016	1	1	4/4	1	0.0%	Same	
IS15 CSG/C11	Incident Resolution	Critical	Jan - Mar 2016	96.9%	91.0%	1750/1777	98.5%	8.2%	Improving	
IS13 CSG/C12	Critical System Availibility	Critical	Jan - Mar 2016	98.2%	99.5%	1470/1470	100.0%	0.5%	Improving	
HR16 CSG/C13	DBS Verification Adults	Critical	Jan - Mar 2016	100.0%	100.0%	107/107	100.0%	0.0%	Same	
HR17b CSG/C15	Payroll Accuracy - Correct pay Dates	Critical	Jan - Mar 2016	100.0%	100.0%	7646/7646	100.0%	0.0%	Same	
HR18 CSG/C16	Absence projects and interventions	Critical	Jan - Mar 2016	Pass	Pass	N/A	Pass	N/A		
PR20a CSG/C18	Contract compliance - new contracts over £25k	Critical	Jan - Mar 2016	100.0%	100.0%	446343090/446343090	100.0%	0.0%	Same	
PR20b CSG/C19	Contract compliance - legacy contracts over £25k	Critical	Jan - Mar 2016	99.8%	98.9%	1845548052/1849203510	99.8%	0.9%	Same	

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Ref	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Type of indicator	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period Q3 2015/16*	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*
PR21 CSG/C20	Effective Contract Management - complex legacy contracts CPRs	Critical	Jan - Mar 2016	Pass	60.0%	N/A	Pass	N/A		
PR22a CSG/C21	London Procurement Pledge - cumulative apprenticeships	Critical	Jan - Mar 2016	4	12	37/1	37	208.3%	Improving	
PR22b CSG/C22	London Procurement Pledge - cumulative work experience	Critical	Jan - Mar 2016	6	48	93/1	93	93.8%	Improving	
ES24a CSG/C24	Property Performance - Civic Estate Condition	Critical	Jan - Mar 2016		Pass	N/A	Pass	N/A		
ES24b CSG/C25	Building Statutory Compliance	Critical	Jan - Mar 2016		Pass	N/A	Pass	N/A		
ES25 CSG/C26	Facilities Management Incident Resolution	Critical	Jan - Mar 2016	100.0%	100.0%	381/381	100.0%	0.0%	Same	

Ref	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Type of indicator	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period Q3 2015/16*	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 KPI36 CSG/C37	Compliance with Authority Policy	Critical	Jan - Mar 2016	Fail	Pass	N/A	Pass	N/A		
ES28 CSG/C44	Occupancy and Utilisation - Year 2	Critical	Jan - Mar 2016	Pass	Pass	N/A	Pass	N/A		

Appendix 2 – Contract Variations

Change Requests for the period are shown below.

Reference	Title	Description	Change Raised by	Status at 31-Mar-16	Financial Impact	Service Impacted
CR013 Extension	Permanent Service – Libraries calls.	Customer Services Call Centre to continue to handle all libraries calls. These were not part of the original Output specification and have so far been covered by a temporary CR which has now ended.	Service Provider	Pending	To be agreed	Customer Services
CR047	Corporate Programmes Support	Cancelled – work delivered within the scope of the original contract		Cancelled	(£143,396)	All
CR058	Customer Services – Hendon Town Hall	Additional Reception Services to be provided by CSG staff.	Service Provider	Approval extended until 31/3/16	9,540	Customer Services
CR062	Social Care Direct – Care Act staffing	Expansion of SCD to accommodate Care Act assessments and additional demand and enquiries	Service Provider	Previously approved but financial impact reduced	(£54,779)	Customer Services
CR065	Authority Redundancy Provision Refund Reallocation	To reallocate monies (£1M in total) that are no longer required for Authority Redundancy Provision Fund, back to LBB to fund other activities. Refunds completed March 2016	Authority	Previously Approved – refunds now complete	(£1,000,000)	All
CR072	Lease Renewals & Rent Reviews Output Specification Volume Increases	To undertake Lease Renewals & Rent Reviews inherited as a backlog at the Service Transfer date.	Service Provider	Approved	£188,744	Estates
CR076	Unified Reward design	Cancelled - work delivered within the scope of the original contract		Cancelled	(£157,000)	HR
CR078	Extension of Commitment T2-006	Extend delivery of the Agile Workplace programme to incorporate the new Colindale HQ.	Service Provider	Approved	Nil	Estates
CR079	Extension of Commitment T3-131	Extend delivery of Stakeholder Engagement Commitment by 6 months to allow for the Community Assets Strategy to be properly developed and approved.	Service Provider	Approved	Nil	Estates

Reference	Title	Description	Change Raised by	Status at 31-Mar-16	Financial Impact	Service Impacted
CR081	CIPFA Survey Changes	To improve methodology and introduce a sliding scale of credit based on responses.	Service Provider	Approved	Nil	All
CR084	Benefit Cap Task Force	Face to face support for residents impacted by the Benefit Cap. Originally implemented by SPIR030.	Service Provider	Pending	To be agreed	Revs & Bens
CR085	Council Tax Support Scheme	Managing the impact of the Council Tax Support Scheme and collection of the additional Council Tax payable. Originally implemented by SPIR024.	Service Provider	Pending	To be agreed	Revs & Bens
CR086	Accelerated Endpoint Refresh	Accelerated refresh of all employee end-user computing devices to allow all devices to be refreshed within 18 months rather than at an annual rate of 20%.	Service Provider	Approved	£276,094	All
CR087	Axiom	Implementation of the Integra budget development module for budget monitoring as opposed to Axiom	Service Provider	Approved	(£222,600)	Finance
CR093	Commitment Change/Variation	Variations to six HR Commitments following a review with the Authority to ensure that the Commitments better meet the needs of the service.	Service Provider	Approved	Nil	HR
CRxxx	Parking Service additional workload	To increase resources of the Parking team in the Services Call Centre to take account of higher call volumes.	Service Provider	Pending	To be agreed	Customer Services
		NET FINANCIAL IMPACT FOR Q4			**(£1,103,397)**	

Appendix 3 – Corporate Programmes Projects

Project Title	Project Description	Service	Total Package Value £	Billed to date £
2015 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	Schools	1,139,382	1,053,492

Project Title	Project Description	Service	Total Package Value £	Billed to date £
Council Tax Support Scheme Initial project	To ensure that the additional debt created as a result of Barnet's CTS scheme is collected to an agreed level and ensure that the appropriate activities are implemented to maximise such collection for the Council Tax	Other	641,258	461,656
Mobile working for Barnet Homes	Supply and Implementation of a Mobile Iron Mobile Working Solution in Barnet Homes to reduce inefficiencies and deliver faster service to customers.	ICT	412,595	388,601
2015 Schools Architecture	Technical Team for 2015 Schools Construction Projects	Capital (schools)	1,306,662	1,277,905
Members IT Equipment post-election	To provide Members with new IT equipment to allow them to operate securely (in line with Council PSN requirements), yet flexibly and remotely using up to date, fit for purpose information technology.	ICT	173,727	135,071
Investing in IT phase 2	The development of web services to enable: a) Advice and information to be provided by routing enquiries from prospective and current clients / carers, families and personal assistants, third parties; through a health / social care pathway. b) Self-assessment by clients, carers and third parties (including risk assessment tool and a resource allocation system (RAS);c) Award of a personal budget and d) An e-market place to provide information and direct the clients / carers to access or procure care directly from third parties. The implementation of an Adults case management system with a potential implementation of an Electronic Social Care Record (ESCR) system / module; and / or to integrate the new system with the current document management system (Wisdom). The de-commissioning of the current Swift system (Adults) and Supporting People module.	ICT	2,005,459	1,162,230
Programme Services	Provision of salaried project and change posts, which are allocated to different projects across the Council's transformation portfolios	Transformation	630,461	538,481
Depot Relocation (Oakleigh & B'Wood)	Development of Planning applications for Oakleigh and Borehamwood sites for the Depot	Capital (Non-Schools)	892,711	784,324
SPA Project Management (Phase 2)	Project management of Procurement Preparation Phase of the Sports and Physical Activity (SPA) Project	Transformation	368,300	333,577
Libraries ICT Transformation – Implementation	To deliver a list of High Priority actions, categorised under three work streams, as part of the Libraries Digital Transformation programme: · People Network Desktop Refresh – For improving the reliability and speed of end user devices. · Network Connectivity – For improving the reliability and speed of internet connectivity of People's Network · Server Room Remediation – For improving the reliability and performance of servers in the Hendon server room	ICT	377,230	266,861
Care Homes Remedial Works	Works in relation to planned and responsive maintenance of Care Homes	Capital (Non-Schools)	60,834	33,282

Project Title	Project Description	Service	Total Package Value £	Billed to date £
HR Additional Capacity 2015 – 2017	To fund: • more detailed and developed change management activities including well planned and managed communications within each DU, • a significant improvement in the transformation support provided to management teams to plan and effect change across their teams, conduct workforce planning, manage talent and improve performance, • focus on L and D activities, enhancing performance management and productivity techniques and approaches; supporting development of plans to achieve planned workforce savings.	Transformation	779,363	709,680
Free Entitlement for Early Education for 2 year olds	The aim of the project is to provide a strategic approach and delivery model for increasing the take up of FEE2 childcare places. The specific aim is to have 1600 children accessing a place on completion of the project. The project originates from LBB performance in respect of the take up of education entitlement for 2 year olds.	Capital (Non-Schools)	7,550	0
Tribal Module & 2 Factor Authorisation	Implement a number of new modules into the existing Tribal application. Some of these new modules will enable external users to access the system. In order to facilitate this access, two factor authentication (2FA) is required to meet PSN and Capita security standards.	ICT	86,904	50,947
Temporary Accommodation	To provide space for CSG staff from NLBP Building 4 for a two year period commencing 17th October 2015, with staff relocated to NLBP Building 2 and Barnet House as part of the Office Accommodation Rationalisation Strategy.	Other		
Aggregated Procurement	The establishment of procurement process for an 'aggregated procurement' approach for a single contracted partner for design and build work, to secure value, reduce longer-term procurement cost and drive benefits in design, supply chain management and cost control. This should achieve £1.5m cost avoidance in future procurements, but most importantly give the Council the partnership relationship it seeks for contractors in this area	Other	400,000	300,000
Schools Modernisation 2015	CSG Estates team have been instructed to plan, programme and deliver the Modernisation Programme for Schools/Education in Barnet on an annual basis. The 2015/16 programme scope consists of carrying out school maintenance items that are essential for the Authority to maintain the schools identified to the required legislative standard; so that they are compliant and can remain open	Capital (Schools)	193,487	176,152

Project Title	Project Description	Service	Total Package Value £	Billed to date £
Tarling Rd Stage 3 Onwards	The aim of the commission is to develop a design within an agreed funding envelope for a new community centre at Tarling Road and to submit a planning application that once approved will allow a contractor to be procured to build the scheme This will deliver the following outputs as to achieve RIBA Stage 3: 1. A developed design to enable a planning application. 2. A cost plan to further inform construction costs for the scheme. 3. A project programme. 4. Various surveys to inform design and cost proposals. 5. Other surveys, assessments and advice to input into the planning application.	Capital (Non-Schools)	340,242	237,849
Daws Lane Stage 2	The aim of the commission is to develop a concept design for the new community facility at Daws Lane through to RIBA Stage 2. The scheme can then be taken forward to a detailed design and a planning application.	Capital (Non-Schools)	160,919	107,280
Customer Transformation Programme	The programme of work is looking to implement the initial phase of recommendations in the Customer Access Strategy as agreed at the Strategic Commissioning Board on 10th November. It also incorporates elements of the ICT strategy as a key enabler for change. The ICT business requirements will be one of the deliverables coming from the service redesign work.	Transformation	219,000	73,000
Liquid logic Data Warehouse	Implementation of a data warehouse and reporting capability that will allow the London Borough of Barnet (LBB) children's services business unit to create and run reports against combined data from the existing LCS, EHM and ContrOcc systems, discreetly from the production systems. Previously known as the Integrated Children's System (ICS), the Liquid logic Children's Social Care System (LCS) allows case management and record keeping for children known to social care. The interlinked Early Help Module (EHM) enables case management, including via an external portal (Freja), for early intervention cases. The LCS case management workflow integrates with the ContrOCC finance application, developed by Oxford Computer Consultants (OCC), for simpler and more efficient invoicing and payments and also has an external portal using Freja.	ICT	114,580	0
CAS Acceleration	This SPIR is for the acceleration of the implementation of the Community Asset Strategy. As part of the strategy the Council has undertaken to assess the rental value of each of its community buildings on the basis of full rental value for community use and to support effective utilisation and management of the assets. It is desired to accelerate this programme so that rental valuations and interviews with voluntary organisations are completed by May 2016.	Estates	57,430	0

Project Title	Project Description	Service	Total Package Value £	Billed to date £
Capital Programme Services	Portfolio management team for the delivery of the Capital Programme at London Borough of Barnet. The deployment of the resource pool and subsequently the programme services arrangement has delivered a beneficial arrangement for the authority and has led to the achievement of commercial arrangements that are significantly more attractive than the day rates contained within the main contract. This approach will provide improved delivery of the Capital Programme.	Capital	101,667	0
BSCB Information Sharing	The aim of the project is to review the operational practice around the sharing of information between partner agencies in Barnet, and the extent to which they enable the effective early identification, assessment and service provision in the safeguarding of children	Transformation	11,250	0
CTP - F2F, Contact Centre & Digital Inclusion	This SPIR is to deliver a number of the recommendations from the Customer Access Strategy as part of the Customer Transformation Programme. The core components covered by this SPIR are: 1. A contact centres review 2. A Face to Face review 3. The production of a Digital Inclusion Strategy	Transformation	50,000	0

Mill Hill Depot Exit Strategy	• Develop and implement a strategy for vacating the Mill Hill Depot
	• Determine the viability of vacating parts of the site early
	   - Energy centre
	   - Contractor parking
	• Determine scope for achieving vacant possession
		Capital (Non-Schools)	299,904	0

Appendix 4 – Corporate Programme Resources

Project	Current Status	Role
A8: New build of CIL and Grahame Park Library	Approved	Technical Lead
Portfolio Office Support	Approved	PMO
Adults Social Care PM	Approved	PM
Libraries Strategy	Approved	PM
Social Care Direct Resource (Team Leader)	Approved	BAU
Smarter Working Programme Management	Approved	Prg Manager
Depot Relocation Programme Manager	Approved	Prg Manager
Community Centre PM	Approved	PM
Streetscene IT Implementations	Approved	PM

Project	Current Status	Role
Streetscene ADM	Approved	PM
CIL and Grahame Park	Approved	PM
Libraries Support	Approved	PM
Tribal Implementation Phase 3	Approved	PM
Care Act Staffing	Approved	Mixed Team
Adults Transformation Project Support	Approved	PM
EIP Project Support	Approved	PM
Adults Transformation PM	Approved	PM
PMO	Approved	PMO
Street Scene CM	Approved	Change Manager
EIP / FEE2	Approved	PM
Youth Zone	Approved	PM
SPA Commercial Lead	Approved	Commercial Lead
CIC Resource Mngt	Approved	Project Officer
StreetScene PM	Approved	PM
StreetScene PO	Approved	Project Officer
SPA PM	Approved	PM
Depot Programme Mngt Support	Approved	Prg Manager
Demand Management PM	Approved	PM