

# Customer Support Group (CSG) – Q2 2014/15

## 1.1 DELIVERY UNIT DASHBOARD

Revenue budget projected year end variance £000	Capital actual variance £000	Corporate Plan Performance	Management Agreement Performance
148	0	N/A	21.5

## 1.2 TOP ACHIEVEMENTS AND ACTIONS

### Top 3 Achievements

Customer Satisfaction over the quarter was 75%, up from the previous quarter when the outturn reported was 68%, in spite of some challenges in issuing Parking Permits and high volume of contacts in relation to schools admissions.

The Estates Service has successfully delivered six primary school projects within the 2014-15 Education Programme which each were occupied in September 2014. These were Orion Primary, Mill Hill East, Oakley Special School, Brunswick Park Primary, Moss Hall and Martin Primary School.

The Revenues and Benefits Service has been subject to the annual external subsidy Audit by Grant Thornton for 2013/14. Although the final report is still awaited, the Auditors have given positive feedback and it is currently anticipated that the Council should achieve maximum subsidy with no claw back by central Government

Key Escalations	Actions required
<p>In August issues with the printing software interface to the new Parking system (ICES), training, and insufficient stocks of stationary caused a backlog of applications and delays in getting parking permits out. Some customers received Penalty Charge Notices (PCNs) where dispensations were not issued in time.</p>	<p>Completed actions:</p> <ul style="list-style-type: none"> <li>• A system workaround has been put in place to ensure the continued production of permits and a longer term solution is being sought with the ICES supplier</li> <li>• Additional staff and overtime were used to clear the backlog of requests for permit which was cleared over a weekend.</li> </ul> <p>New processes have been put in place in the Coventry service to ensure on-going monitoring of permit stock levels.</p> <p>An Operating Level Agreement (OLA) has been agreed between the Councils Senior Responsible Officer and CSG to ensure there are robust processes are formalised and that stock levels of stationary are monitored and regularly replenished.</p>
<p>The performance for Customer Advocacy (calls answered in 80 seconds) remained the same as last quarter at 78%. This is 2% below the service target. There are a number of contributing factors to this (below) and once these have been considered a service credit may be payable. The contributing issues were:</p> <ul style="list-style-type: none"> <li>• School Admissions letters being sent late due to print room issues and the appropriate protocol not being followed which meant that the call centre were unable to increase its resources to handle the increase in calls.</li> <li>• The issues with printing from ICES (the parking system) meant reminder letters were not sent, permits and vouchers not printed.</li> <li>• There have been issues with the introduction of Muni-Round (refuse collection IT system) to all properties driving up call handling times</li> </ul>	<p>A number of immediate actions were taken including</p> <ul style="list-style-type: none"> <li>• The use of additional staff and overtime to clear the backlog of parking permit,</li> <li>• We are working with Council services to ensure we are aware of any planned mailings in line with the agreed “campaign” protocol created as part of lessons learnt from the 2013 Waste Campaign. This is now a standing agenda item as part of the OLA meeting, and</li> <li>• A number of targeted improvements including: cross skilling the existing staff and the utilisation of team managers when the contact centre is busy to increase the capacity that can be called upon.</li> </ul>

The HR Service received a remedy notice after a number of on-going issues in relation to the level of support to strategic initiatives and provision of strategic advice, responsiveness to project requests, accuracy and timeliness of payroll data/processing and data quality controls.

CSG had already begun addressing the issues and a number of key actions have been completed, these include:

- The recruitment of a new senior management team
- The implementation of a Service Improvement Plan to address data and reporting issues and deliver system and services enhancements
- Documented processes for data controls and
- A wider Project Portfolio Plan for transformation activities supported by business cases for the progression of key strategic HR projects

Progress against the plan is reported to the workforce Board and via the monthly contract operational performance reports.

### 1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

Q2 has been a period in which a number of key transformation projects have progressed well, at the same time as the services having to close the snags that remained from the new service and system go lives that happened in April. Inevitably there have been teething troubles in particular, with reporting across a number of systems. This has caused some frustration for Delivery Units but all the issues are being tracked and managed to a successful close.

Within IT, the Data Centre Migration project is a critical one for CSG and this is progressing well towards a completion date of November 2014. 250 new servers have been built as part of the process to transfer all the council's key business systems to the CSG new data centre where they will be monitored 24 x 7 and sit on more resilience and reliant infrastructure. Although there have been some limited impacts on users as we progress the migration and move services from the old to the new infrastructure this has been contained and services report that some systems are now working faster than they were before. In addition the service has successfully resolved the technical issues between the two telephony platforms that was causing 1% of calls to be dropped and the Members iPad solution has now been stabilised.

Customer service has had a challenging quarter. It has been impacted by unexpectedly high call volumes in some areas as set out above in Key Escalations but has also suffered from ICES system issues delaying the printing of permits, training issues and ineffective controls for stationary and stock levels which led to a backlog of parking permits. It is also clear that the Lagan CRM (Customer Relationship Management) system is still not working as it should be and therefore is not yet offering significant benefits in terms of breadth and depth of customer data capture. This has caused significant operational difficulties, data quality issues and impacted some strategic reporting and performance improvement analysis. This is in part as we have implemented the very latest version of Lagan, which while offering better long term benefits, has meant that new release snags and fixes have delayed our

progress. An extensive service improvement plan is in place and we are working with the Council's Senior Responsible Officer to address all the issues.

HR has also had a very challenging time in the main as a result of the requirement for a far more comprehensive strategic management support capacity than initially assumed. The lack of capacity led to a lack of responsiveness to Council requests at a time when the Delivery Units are facing significant HR transformation programmes such as Unified Pay and the Family Services Restructure. It was disappointing that this and the data and system issues that emerged following go live weren't addressed quickly enough to avoid the Remedy Notice. However CSG has put in place the required additional staff, processes, controls and improvements since then and the Council are reporting satisfaction with the progress on all front.

Finance has had a successful quarter with the previous system snags being largely resolved and work progressing on the rollout of the new budget and monitoring system. The service has also submitted the whole Government Accounts and supported a number of key audits with positive outcomes.

Revenues and Benefits has performed consistently well and following targeted effort and additional staff being recruited the change in circumstances KPI has hit its target of 6 days to process changes in circumstance benefits forms, in September the actual outturn was under 4 days. The service has also been engaged in the "Gateway project" to create the ability for customers to register for Council Tax, track and make payments and apply for benefits, this is expected to be delivered in March 2015 as part of the overall launch of the new website and My Account functionality.

Procurement continues to perform well against its savings target, with savings of £1,207,000 delivered as at the end of September from eight projects which have been fully scrutinised, approved and signed-off by the LBB Procurement Board in accordance with the agreed three stage governance process.

Estates have faced a significant challenge with estates compliance and getting the required data into the new Integrated Property Asset Management systems IPAMS. This project is running behind schedule due to challenges with the 3<sup>rd</sup> party supplier of the system and the delay is impeding the service's ability to accurately report compliance, risks and plan remedial works across the wider estate. The service has now assigned six staff to work on this. In the meantime two papers will be submitted to the Assets and Capital Board on 22<sup>nd</sup> October that will demonstrate the compliance levels for buildings within the Civic Estate and for Children's Centres.

The relationship between the Council and CSG has faced some pressures, particularly with the HR Remedy notice and frustrations with the HR service provision. Further challenges and pressures have generally been addressed but the biggest concern remains the effective use of the new CRM (Customer Relationship Management) system and service processes that need to be improved to get better data and be able to target areas of concern or poor customer service. This is particularly important with the focus in year two moving to CSG championing the customer through the end to end process of any request or contact across service areas.

The Council and Capita teams will work together on these issues and will maintain a generally good working relationship and strong shared programme Governance across the transformation activities until all the snagging issues are closed.

#### 1.4 ASSESSMENT OF SUPER KPIS

Super KPI reports on a quarterly basis; **Compliance with Council Policy** – there have been a number of reported breaches in relation to data protection after information was sent to the wrong customer and data was circulated incorrectly to some key Council Officers that should have been anonymised. Incident reports were completed for each and the breaches were considered low risk as the incident was limited in terms of effected people in both cases. The recommendations following the investigation have been communicated to all CSG staff and additional controls have been implemented.

Previously the Council was reporting an average of 4 breaches per quarter across the CSG service While there is a desire by all parties that there should be no breaches, the use of a Super KPI may discourage transparency and there may be a need to revisit the level of the breach in terms of the risk rather than rely on the number of reported incidents for the KPI target regardless of the impacts.

The results for the CIPFA survey taken in September 13 (contract start) on users and Commissioner Satisfaction have now been confirmed providing the contract baseline for these satisfaction KPIs. All services bar procurement have a baseline of lower quartile. Commissioner satisfaction is a super KPI and the survey for 2014 is about to be undertaken and needs to show an improvement on the baseline of one band for CSG to achieve the KPI target.

#### 1.5 SERVICE CREDITS PAYABLE IN PERIOD

Period	KPI	Performance Level v Target	Service Credit Applied (£'s)
Q2 – July 14	HR008 employees are paid correctly	0.53% vs. 0.30%	£4,127
Q2 – 14	CS012a – September Customer Advocacy	78% vs. 80%	£18,343
<b>Total Service Credits in Period</b>			<b>£22,470</b>

- School Admissions letters being sent late due to print room issues and the appropriate protocol not being followed which meant that the call centre were unable to increase its resources to handle the increase in calls
- There have been a number of issues with printing from ICES (the parking system) that has meant we have been unable to send out reminder letters or print permits or vouchers. This was temporarily fixed and required staff to be taken off the phones to get through the backlog. The backlog caused by our own mistakes with stock control were handled by bringing staff in over the weekend on overtime.
- Owing to staff sickness and leave we have been supporting the Admissions Team by not putting any calls through in the mornings since 22 September. This has increased the time taken on calls and the work in the team.
- There have been issues with the introduction of Muni-Round (refuse collection IT system) to all properties. This has delayed a reduction in handling time.

## 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			
41	23	0	1	1	0	0	25

\* 1 KPI (HR010 – Absence Projects and Interventions) did not report in period. See commentary below.

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

KPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
CS003	Percentage of calls answered within 20 seconds	July – September 2014	78.4%	80%	$\frac{179,148}{229,342}$	78.1%	2.4%	Worsening	being investigated
Super KPI 002	Compliance with Authority Policy	July 14 – Sept 14	Fail	Pass	N/A	Fail	N/A	Same	Barnet specific indicator.

\*Explanations detailed above at Key escalations/actions required.

## 2.3 Interventions & Escalations

KPI NO and title	Comments and Proposed Intervention
CS003 - Percentage of calls answered within 20 seconds	<p><b>Intervention Level 2 - Operational improvement plan within Delivery Unit</b></p> <p>The telephony target for this quarter wasn't achieved (although all others were), with 78% of calls being answered within 20 seconds. Service credits are calculated for this service on the basis of quarterly performance. Following a full review of the quarterly performance and the circumstances surrounding it is felt that the KPI failure was caused by a number of factors including those listed below some of which Capita</p>

believe are outside of their control, therefore a case will be made for service credits not to apply in this case.

- School Admissions letters being sent late due to print room issues and the appropriate protocol not being followed which meant that the call centre were unable to plan and put in place the required increase in resources to handle the increase in calls
- There have been a number of issues with printing from the new ICES (parking) system that has meant we were unable to send out reminder letters or print permits or vouchers for a short period. While the software was temporarily fixed staff had to be taken off the phones to help clear the requests and printing backlog..
- Owing to staff sickness and leave we have been supporting the Admissions Team by not putting any calls through in the mornings since 22 September. This has increased the time taken on calls and the work in the team.

There have been issues with the introduction of Muni-Round (refuse collection IT system) to all properties. This has delayed a reduction in handling time

However the following is accepted as something that CSG should have ensured was better managed

- The backlog caused by CSGs own oversights in maintaining appropriate stock levels of the permit stationery were addressed by bringing staff in over the weekend on overtime – administration processes have been amended to ensure that this can't happen again.

We are working with services to ensure we are aware of any planned service mailings and to resolve the IT issues with the ICES system printing.

Performance for this period has also been affected by low service levels across a number of services areas within the contact centre due to the issues above and recent staff turnover, however, a number of actions are being taken to ensure that performance in this area improves. This includes; recruitment of additional staff, cross skilling existing staff and the utilisation of team managers taking calls.

In addition to this the current waiting times and the number of calls waiting are now displayed constantly in the contact centre following the installation of new software; this increases adviser awareness and allows the management team to quickly identify where calls are waiting so the necessary actions can be taken.

#### **Intervention Level 1 – No intervention required**

Super KPI 002 - Compliance with Authority Policy

There have been a number of reported breaches in relation to data protection after information was sent to the wrong customer and data was circulated incorrectly to some key Council Officers that should have been anonymised. Incident reports were completed for each and the breaches were considered low risk as the incident was limited in terms of effected people in both cases.



PI NO and title	Comments and Proposed Intervention
CS PI 02 Email Response Times	<p><b>Intervention Level 2 - Operational improvement plan within Delivery Unit</b></p> <p>In line with the continuous development and improvement of the service, the timescale for response to member's enquiries, e-mails and webforms has been changed from 10 working days to 5 working days. The percentage target, the timescale to reach new percentages specifically, is currently under review.</p> <p>Performance is showing as dramatically reduced as a result of the change from 10 to 5 days. Now that this has been fully understood and appreciated, there will be a significant improvement next month, although an understanding will be required as it will take a number of months to adapt to the new set up. Negotiations are on-going to agree interim and final targets.</p> <p>We also discovered over 500 missing web forms that severely impacted on performance in September. All this work is now up to date and a significant improvement is expected in October</p> <p>The reporting performance is an on-going challenge. For September, e-mail and web form performance reports show the percentage of e-mail cases closed in SLA, rather than the time taken to respond to the email although the overall number is correct. Webworms' and complaints should also be shown separately but are currently recorded as email items within the Customer Relationship Management (CRM) system work queues. There are actions in place to resolve this during October which will mean performance from November onwards should be reported by the specific type of contact type.</p>
CS PI 04 Complaints Upheld	<p><b>Intervention Level 2 - Operational improvement plan within Delivery Unit</b></p> <p>Unfortunately, there was 1 upheld complaint in September that was as a result of mistakes that were made during the move from SAP to Lagan CRM. While it is fully accepted that the complaint is upheld the move from one system to another will not be repeated.</p>
CS PI 05 Members enquiries responded to in 5 days	<p><b>Intervention Level 2 - Operational improvement plan within Delivery Unit</b></p> <p>Performance is showing as dramatically reduced as a result of the change from 10 to 5 days. Now that this has been fully understood and appreciated, there will be a significant improvement next month.</p>

	Significant focus will be given to Member Enquiries in the coming months to ensure performance levels are increased.
CS PI 06 Initial Wait time	<p><b>Intervention Level 2 - Operational improvement plan within Delivery Unit</b></p> <p>Performance has dropped in this area for a number of reasons, increase in contact complexity, queue management issues etc.</p> <p>As a result, and to address the Gateway project, a full face to face review is being carried out. Including bringing in expertise from other Capita sites to assist.</p>

### 3. RESOURCES AND VALUE FOR MONEY

#### 3.1 Contract price

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q2 Forecast	Variation		
	£000	£000	£000	£000		
CSG	22,153	22,922	23,070	148	Baselining of income guarantees is currently taking place and the income in certain areas such as schools is lower than anticipated	0.6%
<b>Total</b>	<b>22,153</b>	<b>22,922</b>	<b>23,070</b>	<b>148</b>		<b>0.6%</b>

#### 3.2 Capital

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

### 3.3 Contract Changes in Period

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

#### Cumulative Contract Change Summary

Change Raised by	Status	Number of Changes	Summary Financial Impact (£s)
Authority	Agreed	7	627,547
	Cancelled	2	-
	Pending	2	-
<b>Sub Total</b>		<b>11</b>	<b>627,547</b>
Service Provider	Agreed	17	(989,600)
	Cancelled	3	-
	Pending	8	-
<b>Sub Total</b>		<b>28</b>	<b>(989,600)</b>
<b>Total</b>		<b>39</b>	<b>(362,053)</b>

## 4. OVERVIEW OF DELIVERY UNIT

### 4.1 Managing the Business

This Quarter saw CSG services meeting or exceeding most targets. The exceptions to this was Customer Services Advocacy (calls answered in 20 seconds which had challenges with call volumes in relation to schools admissions, issues with printing from ICES (the parking system) and the introduction of Muni-Round (refuse collection IT system) to all properties.

#### Customer Service

The service has achieved its targets for

- CSO KPI 10a - Customer Satisfaction achieving a quarter outturn of 75% (65% target) and
- CSO KPI 11a – First Contact Resolution (FCR) achieving 54% (target 50%) over the quarter.

We have missed the target for Customer Advocacy (number of calls answered in 20 seconds) at 78% against an 80% target. Following a full review of the quarterly performance and the circumstances surrounding it is felt that the KPI failure was caused by a number of factors including those listed below and some of which Capita believe are outside of its control, therefore a case will be made for service credits not to apply in this case.

- School Admissions letters being sent late due to print room issues and the appropriate protocol not being followed which meant that the call centre were unable to increase its resources to handle the increase in calls
- There have been a number of issues with printing from ICES (the parking system) that has meant we have been unable to send out reminder letters or print permits or vouchers. This was temporarily fixed and required staff to be taken off the phones to get through the backlog.
- Owing to staff sickness and leave we have been supporting the Admissions Team by not putting any calls through in the mornings since 22 September. This has increased the time taken on calls and the work in the team.
- There have been issues with the introduction of Muni-Round (refuse collection IT system) to all properties. This has delayed a reduction in handling time.

However the following is accepted as something that CSG should have ensured was better managed

- The backlog caused by CSGs own oversights in maintaining appropriate stock levels of the permit stationery were addressed by bringing staff in over the weekend on overtime – administration processes have been amended to ensure that this can't happen again

We are working with services to ensure we are aware of any mailings and to resolve any IT issues. Additional focus will be given to performance in this area Performance for this period has been affected by low service levels across a number of services, however. A number of actions are being taken to ensure that performance in this area is improved, this includes; recruitment of additional staff, cross skilling existing staff and the utilisation of team managers taking calls. In addition to this current waiting times and the number of calls waiting are now displayed in the contact centre; this increases adviser awareness and allows the management team to quickly identify where calls are waiting so the necessary actions can be taken.

An e-mail back log was generated as a result of the migration of all e-mails from SAP CRM to Lagan. Although this was cleared in August there are still a number of outstanding system issues with lagan e-mails, workarounds have been put in place which means impact on customers has been kept to a minimum. A permanent fix is currently being worked on by CSG, IT and Kana the CRM supplier.

Email and Web Form response times performance is showing as dramatically reduced at the end of the quarter as a result of the change from 10 to 5 days. Now that this has been fully understood and appreciated, there will be a significant improvement next month.

Lagan reports have made significant progress with all services having reporting in place. However, there are issues coming to light either to do with Lagan use by services, or issues with the reports. We are working very closely with all services to resolve these issues before the end of the month, if not before.

For September, e-mail and web form performance reports show the percentage of e-mail cases closed in SLA, rather than the time taken to respond to the email. There are actions in place to resolve this during October which will mean performance from November onwards should be reported accurately it is expected that the separation of monitoring of emails and web forms will also be in place. .

Member Enquiries Performance is showing as dramatically reduced as a result of the change from 10 to 5 days. Now that this has been fully understood and appreciated, there will be a significant improvement next month.

The service ran out of Parking vouchers twice, this began in August and has continued into September. The first order was delayed and once received we handled the back log which meant that the stock depleted quicker than it would normally which led to a second shortage. Actions have now been taken to prevent this from happening in the future. This led to a number of customer complaints that were all resolved.

Due to an ICES (the parking system) issue we were unable to print letters and e-mails for 6 days. The issue is now resolved. Staff who would otherwise have been taking calls have been dealing with the printing backlog whilst the remaining staff handled increasing call volumes as result of customers chasing their letters. There is no longer a printing back log.

All telephony issues are now thought to be resolved following a number of actions, although we are watching performance closely to ensure this is the case.

During quarter 1 we delivered training to improve the consistency of how customer advisors measured resolution at first point of contact. As a result the measurement for quarter 2 has declined but still exceeds the target.

## **Estates**

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

A Statutory Compliance team has now been established and staff have received training to use the IPAMS system. The Civic Estate shows continued compliance improvement with certificated evidence underpinning this. Building Services is making good progress entering data onto the IPAMS system for buildings within both the Civic Estate and the Other Estate with a team of six staff now working on this. Two papers will be submitted to the Assets and Capital Board on 22<sup>nd</sup> October that will demonstrate the compliance levels for buildings within the Civic Estate and for Children's Centres.

The Assets and Capital Board (ACB) receives regular updates demonstrating the management of compliance for the buildings within the Civic Estate; however the Council is now keen to see the same demonstration of compliance for the Other Estate buildings. A position paper is to be submitted to the SCB Assurance Board on the 15<sup>th</sup> October.

A new Term Maintenance contract has been let on behalf of the Authority and will commence in mid-August. This is a very significant contract for the Building Services team that will deliver all reactive and cyclical maintenance and some programmed maintenance. The contract will call off works from mostly new contractors with rates, particularly for cyclical maintenance, that are expected to deliver discounts of between 20% - 25% over previous contractual arrangements.

A power failure following a burst pipe in Barnet House on 15th September resulted in all staff having to leave the Barnet House site after 11:00am to work at alternative locations. Facilities Management staff including IS and 40 critical staff stayed on to ensure that when power was

finally restored that all equipment was working properly. This was a challenging time for FM; however this was handled in a very professional manner by all members of staff.

Six primary school projects have been successfully delivered and occupation achieved in September 2014: Orion Primary, Mill Hill East, Oakley Special School, Brunswick Park Primary, Moss Hall and Martin Primary School.

## **Finance**

The finance team has achieved a number of key activities during the quarter. All elements of the external audit for both the pension fund and the main statement of accounts have been completed with very favourable feedback from the auditors on the quality of the accounts. In addition the pilot for the online budget monitoring has commenced with Street Scene & Central Expenses as the first users, there has been positive feedback on the way the system is working but there is a challenge to ensure that managers understand the strategic objectives of the rollout and what is required by them.

There are a number of projects within the services being initiated to support both the PSR deliverables and the MTFS. The team has been restructured to ensure we are aligned to the organisation of the Council and are therefore able to support these projects however this will depend on the total number of projects which are under way and may require additional resource.

The Council's bank contract is due to end on the 31st March 2015, following the decision by the Co-Operative Bank to cease their services to local government and the contract expiring. The contract did not transfer from the Council to CSG and therefore the replacement service will need to be procured by the Council, however it is recognised that the service will have to support the Council through this process, given our operational management of the existing contract and that we are unable to operate without it being in place. The change will require amendments made to ICT systems and will have to be tightly managed to ensure minimal disruption to operations. A special project initiation request is currently being discussed.

## **Payroll**

The supplier portal for remote accounts payable invoice scanning is expected to go live in October 2014 as reported to the Finance Transformation Board. The integration system testing has been passed and is currently completing user accepted testing. A decision to go live is planned for 8th October 2014.

The Government Accounts audit by Grant Thornton has been undertaken and no issues have been highlighted. The return is due to be submitted to HM Treasury on 3rd October 2014 with both the Council and Grant Thornton agreeing to 'unlock' the return. This return doesn't receive a formal 'qualification' opinion by Auditors ion.

The Housing Pooling return has been audited by Grant Thornton and has received an unqualified audit opinion.

The service has commenced their 'Working Together Better' meetings with delivery units and these have so far taken place with the Adults delivery unit and Children's and Families. The meetings have allowed focus on wider finance issues with useful feedback from both the service and delivery. The meetings have been scheduled for all delivery units on a monthly basis.

The Schools Traded Service has been approached by another out of Borough school, in this case Bedfordshire to ask whether we would provide them with financial support and an initial meeting is planned on 14th October 2014.

## **HR Service**

HR has had a very challenging time in the main, as a result of the requirement for a far more comprehensive strategic management support capacity than initially assumed. The lack of capacity led to a lack of responsiveness to Council requests at a time when the Delivery Units are facing significant HR transformation programmes such as Unified Pay and the Family Services Restructure. It was disappointing that this and the data and system issues that emerged following go live weren't addressed quickly enough to avoid the Remedy Notice. However CSG has put in place the required additional staff, processes, controls and improvements since then and the Council are reporting satisfaction with the progress on all front.

The Payroll accuracy KPI was missed in July but was passed in August and September consecutively for the first time since the systems went live. Additional quality assurance measures have been put in place to address this issue and two extra staff are now in post and checking all claims. In July there was a data protection breach with sensitive equalities information being sent to four super users within the Council as part of the quarterly DU HR performance process. A full incident has been logged and completed by Capita and preventative action put in place. The information was quickly and securely deleted by all recipients as soon as error was identified. The final incident report has now been published in relation to this issue with the on-going risk associate with the breach categorised as Low.

Work has been on-going with departments in relation to incorrect information in Core (HR system) some of which resulted from the information in SAP being out of date, some of which arose as a result of the implementation of Core. This incorrect information was migrated from SAP to Core.

There has been an increase in requests for information from employees (since decommissioning of SAP in mid-July) for information from SAP in particular for previous performance appraisal information. The HR team are currently unable to obtain this information but a request has been made to ensure all information can be provided as requested in a timely manner.

The Commissioning restructure has commenced, aligned with executive office support. Individual high-level consultation is being supported and the Leader briefed (as Chair of the Remuneration Committee) regarding the statutory appointment process. Aligned to this, the restructure for the Executive office also began consultation supported by HR.

Quarterly update to Pensions Committee has been provided in August and approved.

It is acknowledged that the administrative burden on schools of the new MyView system is excessive due to system constraints and to alleviate this we have offered to input timesheets and absence to help reduce the impact for them. Hopefully, this will allow schools to see the benefit of the system upgrades and improve user satisfaction. The improvements to MyView are being developed to reduce the administration burden of the schools and provide them with a more user friendly system. A number of these were implemented by 30<sup>th</sup> September and we will engage with a group of schools during September to receive feedback. To reduce administration immediately for September we have offered to input timesheets and absence data for schools to relieve their burden. A service development newsletter will be sent to schools to outline the improvements being rolled out to make MyView more user-friendly.

## **IS Service**

The service has successfully delivered its KPI performance during a period of intense on-going transformation activity, most notably the Data Centre Migration and the Members' iPads project. Performance within the service has been above target for both KPIs being measured

The ICT Service reacted well to a power outage at NLBP on 27<sup>th</sup> July. The ICT Infrastructure stood up well to the outage with backup power taking over and all IT services remaining up and available. Activity during the outage to maintain services to key processes worked well. The emerging challenge is for Capita and LBB to ensure that planning for outages like this takes place to further improve the response to support key services.

There are a number of service improvements projects in hand to address underlying issues in the infrastructure. While the changes may cause some minor disruptions as they progress, the outcome will be improved and more reliable services. These issues include:

- MS Office 2003 and MS Windows XP have removed from LBB by September 2014.
- CITRIX - Performance continues to be raised as an issue. Additional capacity to our existing CITRIX setup was delivered to maintain the service prior to moving to the new CITRIX environment in the CAPITA data centres. Groups of affected users are also being moved off Thin Clients as part of refresh activity. In the medium term, the new CITRIX farm is being brought on line as part of the data centre move and will go live later this year.
- Telephony Issues - A change was successfully implemented that improved the problem with calls being dropped and further investigations are on-going to ensure the continued improvement of the service. All other action that were required under the remedy notice have now been completed.
- Some old 2003 Domain Controllers were decommissioned and new 2010 DCs were brought on line at Spring Park to improve the AD environment. This work is on-going.
- Library ICT service is subject to a Special Project Initiation Request (SPIR) for consultancy to plan for future investment in the ICT Solution for libraries. The existing situation has deteriorated with failing hardware a particular issue. A plan of corrective action is being



put together and progress is being closely tracked. We may need to make some interim investment in order to fix the issues and we may utilise servers and infrastructure freed up as part of the data centre migration to stabilise the service.

PSN Health Check was conducted in September. The initial report has been received highlighting vulnerabilities but initial appraisal and feedback from MTI indicates an improved result on last year with no major issues. Final report is awaited.

Software compliance – Award of Gold Stage 1 Software Compliance certificate from FAST (Federation Against Software Theft). As part of this we had to show evidence of:

- Approved Software Register (ASR) with tier 1 and 2 publishers, which includes license and usage information.
- Implementation of IT Policies & Procedures around software compliance and data security.
- Gold stage 1 successful applicants are entitled to up to 15 days free consultancy from their consultants to assist us, should we be audited by a publisher.

### **Procurement Service**

All 3 KPI's have been on or above the target performance consistently. Contract compliance remains high due to all new sourcing events over £10k being handled by the procurement team.

There remains a small proportion of legacy (pre 1st September) contracts which were either not sourced in line with the council Contract Procurement Rules or spend which is non-compliant spend. The Procurement Team are undertaking an exercise to cleanse this spend and bring in to compliant state. It is therefore expected the % of compliant spend for legacy sourcing contracts will increase over time but never fully reach 100%.

The Council has expressed a wish to explore the possibility of re-aligning the contract and financial years to an April start. We believe this to be achievable but a number of discussions will need to take place alongside, these will include; MTFS and Gainshare based project linkages, potential re-alignment of savings targets and commercial changes to the Gainshare proportion due to take place in year 3. The Procurement team is currently working on drawing up possible scenarios to aid discussions in this area.

MTFS and Gainshare is still an on-going challenge across the council, issues had been identified around the potential for savings to be double counted by Delivery Units. Additionally MTFS projects for 2014/15 require further review before project launch. The implementation of the Benefits Realisation Governance Process should alleviate some large degrees of the issues faced here although identifying suitable resource from the delivery units may also hamper delivery.

At service take on, there were a high proportion of interim staff in the procurement team, which placed an upward pressure on the cost of the service and did not provide a consistent service to the delivery units. The procurement team is now fully complete with all roles in the target operating model (TOM) filled with permanently recruited heads.

Only 3 commitments remain outstanding from the original 27 to be completed by September 14. All outstanding commitments are on track

The procurement guarantee to the council for the end of contract year 1 (September 2014) is £1,040,051. Against that target we have delivered savings of £1,207,000 as at the end of September from eight projects which have been fully scrutinised, approved and signed-off by the LBB Procurement Board in accordance with the agreed three stage governance process.

With regard to Medium term Financial savings (MTFS) projects, the contractual guarantee is £4,200,000 by the end of contract year 2 (August 2015). The current position is that eleven MTFS projects across Adults and Children's service have been identified as potential contributors to the £4.2m target for external savings during 2014/15. The estimated third party savings content of these projects is £5.947m and we have agreed with the service areas that these will be managed through the LBB Procurement Board governance process.

### **Revenues and Benefits**

Targeted overtime was utilised to target the Change in Circumstances KPI (KPI RB09) and the September figure of 3.28 days was under the target of 6 days and established a quarterly KPI of 5.98 days which is in line with the 6 day target.

- The new claims (R&B KPI08) were exceeded in September with 7.62 days reported and a quarterly figure achieved of 8.01 days against a 9 day target.
- The accuracy (R&B KP109a) for September was 94.7%, just below the 95% target, however a quarterly figure of 95.77% was achieved against a target of 95%
- R&B PI06 – direct debit take up has increased from 62.51% in August to 62.79% in September

As part of the Gateway project we plan to introduce an online new claims form as part of the My Account functions. This will also allow customers to view information on their council tax and benefits accounts once they have successfully enrolled. This may present a challenge in maintaining the new claims KPI RB08 target of 9 days as customers can currently only submitted new forms face to face and so all new claims are verified to ensure correct completions. On line, this verification will not occur. We are keen to improve the customer service and have flagged the potential conflict with the Council for discussion.

The Benefits subsidy – we have worked with the auditors to provide the requested information so that they can complete their audit and are awaiting their findings – this has been slightly delayed due to the auditor being off sick.

In accordance with the contract, the 2014/15 in-year collection target for national non-domestic rates (NNDR) will be recalculated based 2012/13 and 2013/14 published collection rates and is subject to approval. A proposed collection rate is being reviewed. NNDR collection is 3.48% down on last year's figures at this time. NNDR payers were able to extend their instalments from 10 months to 12 for this year's charge and this is distorting the figures when a comparison is made with the same point achieved last year. From the latest cash flow projection report 6.26% or £7,432,190 has been profiled into February and March. This has a rolling effect of reducing the amount profiled each month by 0.63% so by January this reaches 6.26%.

## 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:

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

### Risk Commentary for Delivery Unit:

Reported risks now include joint risks with CSG (Captia)

- The previously reported High rated risks have been managed in accordance with the reported Control Actions from Quarter 1. This has resulted in some of these risks being fully mitigated or downgraded to medium impact to enable continued monitoring.
- We continue to monitor the remaining high rated risks via the CSG Operations Board.

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

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
COMNS0007 (LBB) New 2014-15 MTFS savings projects may impact on projected NSCSO savings outside of the MTFS projections, if overlaps are identified	Major 4	Possible 3	Medium High 12	Work with Delivery units to firm up plans, review with LBB finance, assess impact on NSCSO savings projections and agree changes.  Position at end June is forecast savings £5.947M against required MTFS target of £4.2M. Risk probability downgraded. Continue to monitor through monthly report.	Treat	Quarterly	Unlikely 2	Major 4	Medium High 8

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p>COMNS0015 (joint)</p> <p>That due to a lack of DR, the inability to support hardware, software, scarcity of resources with appropriate knowledge the libraries IS services become unstable and the service is unable to deliver its public facing services . Though this is a legacy risk form pre CSG, the combined likelihood of any one of these risks materialising and the impact on the libraries service are both high.</p>	Major 4	Possible 4	Medium High 12	<p>Libraries have interviewed and job offer is imminent for a member of the library staff to take up a role and shadow staff member for the remainder of his work time. Refresh of IT reviewed and confirm that 200+ devices can be refreshed as part of planned refresh and proactive plan but need to understand the services strategy to plan the best way forward given the lack of funding.</p> <p>Refresh of IT reviewed and confirm that 200+ devices can be refreshed as part of planned refresh and proactive plan but need to understand the services strategy to plan the best way forward given the lack of funding Funding for roles transferring back to libraries to be transferred back to Council from CSG Budget</p> <p>Libraries systems and services is part of the children's transformation and PSR plans - projects being scoped</p>	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8
<p>COMNS0016 (joint)</p> <p>As a result of unsupported hardware and software being in place and a reducing pool of staff who have experience of the current system design, processes and set up there is a risk that the system will fail and cannot be recovered leading to safeguarding risks and an inability to effectively manage cases and risks within adults</p>	Major 4	Likely 4	High 16	<p>Mar 14 - Replacement of Swift in progress with shortlisted suppliers due to get requirements and tender. Full procurement and implementation likely to take 12-18 months. IS developed options for upgrade of hardware and software for May-June 14 to create stability and propose set up of planned DR environment in the new data centre early to create DR capability and greater reliability and resilience in system until replaced - to be reviewed by Ops Board 21/3</p>	Treat	Quarterly	Unlikely 2	Major 4	Medium High 8

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
COMNS0017 (joint) As a result of the ageing infrastructure and lack of investment there is a risk that the Children's Care system will suffer continued hardware failure due to it reaching the limit of its storage capacity meaning the Service cannot meet its statutory and service Obligations	Major 4	Possible 3	Medium High 12	IS discussing options to release storage, cleanse duplicated data or purchase additional space	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8
COMNS0020 (joint) As a result of inadequate training for school heads and business managers in Health and Safety regulations there is a risk that 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 representative to develop a strategy to address the issues raised by the HSE  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	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8

### 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:

September by Channel	Good	Average	Poor	Totals
<b>F2F, Service</b>				
Number of respondents	<b>1495</b>	<b>294</b>	<b>284</b>	<b>2073</b>
Percentage of respondents	<b>72%</b>	<b>14%</b>	<b>14%</b>	
<b>Telephone, Service</b>				
Number of respondents	<b>4268</b>	<b>486</b>	<b>115</b>	<b>4869</b>
Percentage of respondents	<b>88%</b>	<b>10%</b>	<b>2%</b>	
<b>Web, Service</b>				
Number of respondents	<b>782</b>	<b>245</b>	<b>746</b>	<b>1773</b>
Percentage of respondents	<b>44%</b>	<b>14%</b>	<b>42%</b>	
<b>Email, Service</b>				
Number of respondents	<b>73</b>	<b>15</b>	<b>82</b>	<b>170</b>
Percentage of respondents	<b>43%</b>	<b>9%</b>	<b>48%</b>	
<b>Total:</b>				
Number of respondents	<b>6618</b>	<b>1040</b>	<b>1227</b>	<b>8885</b>
Percentage of respondents	<b>74%</b>	<b>12%</b>	<b>14%</b>	

- Overall the service has achieved the required SLA for customer satisfaction with 74% of respondents rating the service as 'Good'.

To understand the overall increase in the percentage of respondents rating the service as 'Good' each of the channels can be reviewed independently

- **E-mail** - As a result of the transformation project outgoing e-mails sent by staff in Coventry did not have the GovMetric 'Smiley' link. This had led to a reduced number of e-mail responses, this was resolved towards the end of May 2014 for e-mails sent from an outlook inbox, The Channel and Knowledge Development team are currently working with Kana to get the smileys added to outgoing e-mails sent from Lagan. 43% of respondents rated the service as 'Good' which is a decrease of

5% compared to August 2014. This will continue to be an improvement area for the service which we intend to address through the quality monitoring process, coaching and performance management.

- **Web** performance has decreased by 3% this month since August 2014 with 44% rating the service as 'Good' in September 2014. Comments will be reviewed by the relevant service departments and the responses published on the website. As with E-mail satisfaction this will continue to be an area for improvement as we enter year 2.
- **F2F** performance has decreased by 2% since August 2014 with 72% rating the service as 'Good' in September 2014. Despite the decrease in performance face to face satisfaction remains higher than the required 65% by 7% and continues to be a strongly performing channel in regards to customer satisfaction. The decrease in satisfaction could be as a result of the number of face to face customers who are attending the customer access points to chase their council tax and housing benefit cases.
- **Telephony** satisfaction has continued to exceed the required benchmark with 88% of respondents rating the service as 'good'. Performance is consistent with previous months. Focus for this area will continue to be on increasing the number of transfers to the survey to increase the number of responses received.
- **Overall** there has been a decrease in the overall customer satisfaction. Performance remains above the required 65% showing that in light of other development areas customers remain satisfied with the service provided. Performance will continue to be monitored daily throughout September 2014. Overall the number of responses has decreased but actions have been implemented to improve in this area.

## Appendix 1 – Key Performance Indicators

<b>KPI NO</b>	<b>Indicator description</b> <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous Result</b> <i>Previous result from the most relevant period</i>	<b>Target</b> <i>Achievement level expected</i>	<b>Numerator and Denominator</b> <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	<b>Result</b> <i>Most recent result of the indicator measurement</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>Direction of Travel</b> <i>An assessment of whether performance has improved since the previous results</i>	<b>Benchmarking</b> <i>How performance compared to other councils</i>
CS001	Percentage of customer satisfaction with the contact centre telephone service, face to face service, web service & first contact e-mail service	July 14 – Sept 14	68.4%	70%	$\frac{21,171}{28,052}$	75.5%	7.8%	Improving	being investigated
CS002	First contact resolution – the percentage of telephone calls where the query/request was resolved without transfer to another officer or team	July 14 – Sept 14	60.6%	50%	$\frac{76,046}{141,200}$	53.9%	7.7%	Worsening	being investigated
IS004	Percentage availability of top 7 IT systems and services ("core council systems") over supported hours	July 14 – Sept 14	100%	99.5%	$\frac{4,546}{4,546}$	100%	0.5%	Improving	being investigated
IS005	Percentage of users satisfied with service	Not due to be reported this quarter.							
IS006	Percentage of incidents resolved within agreed service levels	July 14 – Sept 14	85%	83%	$\frac{4,875}{5,239}$	93.1%	12.1%	Improving	being investigated



<b>KPI NO</b>	<b>Indicator description</b> <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous Result</b> <i>Previous result from the most relevant period</i>	<b>Target Achievement</b> <i>level expected</i>	<b>Numerator and Denominator</b> <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	<b>Result</b> <i>Most recent result of the indicator measurement</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>Direction of Travel</b> <i>An assessment of whether performance has improved since the previous results</i>	<b>Benchmarking</b> <i>How performance compared to other councils</i>
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	July 14 – Sept 14	100%	100%	$\frac{535}{535}$	100%	0%	Same	internal KPI
HR008	To ensure all employees are paid correctly including ensuring all statutory and other deductions of pay are correct (Minimal errors: Pay Errors - an error is defined as made directly by HR and excludes any errors resulting from incorrect authorisation or information supplied by line managers)	July 14 – Sept 14	6.12%	0.30%	$\frac{22,671}{22,723}$	0.23%	23.7%	Improving	internal KPI

<b>KPI NO</b>	<b>Indicator description</b> <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous Result</b> <i>Previous result from the most relevant period</i>	<b>Target Achievement</b> <i>level expected</i>	<b>Numerator and Denominator</b> <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	<b>Result</b> <i>Most recent result of the indicator measurement</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>Direction of Travel</b> <i>An assessment of whether performance has improved since the previous results</i>	<b>Benchmarking</b> <i>How performance compared to other councils</i>
HR009	To ensure all employees are paid on the published 'pay date'	July 14 – Sept 14	100%	100%	$\frac{22,782}{22,782}$	100%	0%	Same	internal KPI
HR011	User satisfaction with HR Service	Not due to be reported this quarter.							
FIN013	Percentage savings implemented: quality of budget planning process outcome	Not due to be reported this quarter.							
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	Not due to be reported this quarter.							
FIN015	External audit completed and draft ISA 260 produced	Not due to be reported this quarter.							
FIN017	Percentage of users satisfied with service	Not due to be reported this quarter.							
EST018 a	Civic Estates Condition	July 14 – Sept 14	Pass	Pass	N/A	Pass	N/A		internal KPI
EST018 b	Building Key Statutory	July 14 – Sept 14	Pass	Pass	N/A	Pass	N/A		internal KPI

<b>KPI NO</b>	<b>Indicator description</b> <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous Result</b> <i>Previous result from the most relevant period</i>	<b>Target Achievement</b> <i>level expected</i>	<b>Numerator and Denominator</b> <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	<b>Result</b> <i>Most recent result of the indicator measurement</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>Direction of Travel</b> <i>An assessment of whether performance has improved since the previous results</i>	<b>Benchmarking</b> <i>How performance compared to other councils</i>
EST019	Compliance FM Incident resolution	July 14 – Sept 14	100%	100%	$\frac{309}{309}$	100%	0%	Same	being investigated
EST020	Asset Disposals Annual Receipts Target	Not due to be reported this quarter.							
EST021	Percentage of users satisfied with service								
RB022	Average speed of processing for new claims	July 14 – Sept 14	7.89	9.00	N/A	7.61	15.4%	Improving	24 days (Quarter 1 2014/15, DWP Speed of Processing of Housing Benefit claims 22/10/14)
RB023	Average speed of processing for changes	July 14 – Sept 14	6.89	6.00	N/A	3.28	45.3%	Improving	9 days (Quarter 1 2014/15, DWP Speed of Processing of Housing Benefit claims 22/10/14)
RB023a	Accuracy of benefit assessments	July 14 – Sept 14	95.88%	95%	$\frac{1,773}{1,790}$	99.05%	4.3%	Improving	LBB 2013 95.71%
PR024a	% of the value of new contracts over £25k awarded and managed in accordance with CPR's and procurement legislation	July 14 – Sept 14	100%	100%	$\frac{438,758,340}{438,758,340}$	100%	0%	Same	internal KPI
PR024b	% of the value of legacy contracts over	July 14 – Sept 14	99.54%	98.94%	$\frac{2,814,825.36}{2}$	99.30%	0.4%	Worsening	internal KPI

<b>KPI NO</b>	<b>Indicator description</b> <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous Result</b> <i>Previous result from the most relevant period</i>	<b>Target Achievement</b> <i>level expected</i>	<b>Numerator and Denominator</b> <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	<b>Result</b> <i>Most recent result of the indicator measurement</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>Direction of Travel</b> <i>An assessment of whether performance has improved since the previous results</i>	<b>Benchmarking</b> <i>How performance compared to other councils</i>
	£25k managed in accordance with CPR's and procurement legislation				2,834,601,681				
PR025	All Complex/High Risk managed in accordance with Contract Procedure Rules (CPR's) and Code of Practice	Not due to be reported this quarter.							
PR026a	Number of apprenticeships through new procurement activity & Number of apprenticeships within existing supply chain								
PR026b	Number of work experience placements through new procurement activity & Number of work experience opportunities within existing supply chain								
PR027	Percentage of users satisfied								
Super KPI 001a	Resident Satisfaction - staff are friendly and polite								

<b>KPI NO</b>	<b>Indicator description</b> <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous Result</b> <i>Previous result from the most relevant period</i>	<b>Target</b> <i>Achievement level expected</i>	<b>Numerator and Denominator</b> <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	<b>Result</b> <i>Most recent result of the indicator measurement</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>Direction of Travel</b> <i>An assessment of whether performance has improved since the previous results</i>	<b>Benchmarking</b> <i>How performance compared to other councils</i>
Super KPI 001b	Resident Satisfaction - It is easy to access Council services								
Super KPI 001c	Resident Satisfaction - Responds quickly when asked for help								
Super KPI 003a	Commissioner Satisfaction - Corporate Programmes								
Super KPI 003b	Commissioner Satisfaction - Corporate Estates								
Super KPI 003c	Commissioner Satisfaction - Corporate IS								
Super KPI 003d	Commissioner Satisfaction – Procurement								
Super KPI 003e	Commissioner Satisfaction – HR								
Super KPI 003f	Commissioner Satisfaction – Finance								

Not due to be reported this quarter.

## Appendix 2 – Contract Variations

New Change Requests for the period are shown below.

Reference	Title	Description	Change Raised by	Status at 31-Dec-13	Financial Impact	Service Impacted
CR029	Amendments to transformation Commitments (3)	Amendments to commitments delivery dates required to take account of agreed changes, acceptance criteria and dependencies between solutions as agreed with the SROs	Service Provider	Pending	£- Nil	Various
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	£- Nil	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	£- Nil	Various
CR032	Access Strategy Commitments amendments	commitments need to be reconfigured to reflect the outcome of discussion with CIMB in respect of the Customer Access Strategy.	Service Provider	Pending	£- Nil	Various
CR033	Single View of the Customer Commitment amendments	Amendment required to recognise the dependency on the delivery of the My Account product	Service Provider	Pending	£- Nil	Various
CR034	Repairs and Maintenance	Amendment to schedule 1 and 4 to reflect the return of the Repairs and Maintenance budget for the Civic Estate in line with all other managed budgets	Service Provider	Pending	£- 6,514,066	Estates
CR035	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	£- Nil	IS
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	£- Nil	Customer Services
CR044	Repairs and Maintenance	Amendment to schedule 1 and 4 to reflect the return of the Repairs and Maintenance budget for the Civic Estate in line with all other managed budgets	Service Provider	Pending	£- Nil	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	£- Nil	ICT

Reference	Title	Description	Change Raised by	Status at 31-Dec-13	Financial Impact	Service Impacted
CR046	Amendment to CS commitments to align to Gateway Project dates	Amendments to Commitments T3-35, T3-34, T1-008,	Service Provider	Pending	£- Nil	Customer Services
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 during a period when they will be undertaking a number transformation programmes concurrently.	Service Provider	Pending	£- Nil	Corporate Programmes
CR048	Reduction in Pension Contributions	To reduce the Periodic Service Charge to reflect the reduced employer's contribution rate as set out in clause 15.3.6(g) of the CSG contract.	Service Provider	Pending		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 15/12/2014.	Service Provider	Pending		Estates

## Appendix 3 – Corporate Programmes Projects

Project Title	Project Description	Total Project Value	Billed to date	Service
<b>Hendon Cem &amp; Crem</b>	This project is to deliver the following <ul style="list-style-type: none"> <li>• Installation of new mercury abated cremators</li> <li>• Works required to address problems with electricity and water services to the site</li> <li>• Works to address existing significant and immediate maintenance issues across the site that are defined within condition survey</li> </ul>	£ 60,043.00	£ 39,329.00	SBS
<b>Libraries Capital Programme</b>	This Special Project proposal is for the development of a Libraries Capital Programme to effectively support the delivery of key library capital projects	£ 92,000.00	£ 71,022.00	Families
<b>GIS Gap Analysis</b>	commission from Capita a gap analysis of its GIS (Geographic Information Services) function, providing recommendations for the future direction of GIS for the Council	£ 28,843.00	£ 28,843.00	IS
<b>Childrens Transformation Phase 2</b>	Reserved to reflect the 25% discount committed by Capita to Childrens work packages	£ 683,904.00	£ 392,342.00	Families
<b>Mobile working for Barnet Homes</b>	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	£ 73,573.00	£ 73,573.00	Barnet Homes
<b>PSN Public Services</b>	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.	TBC	£ -	IS
<b>Members IT Equipment post-election</b>	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.	£ 233,555.00	£ 130,616.00	IS
<b>MRP Savings Project</b>	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.	£ 200,000.00	£ -	Finance
<b>eCAF</b>		£ 314,542.00	£ 100,540.00	Families



Project Title	Project Description	Total Project Value	Billed to date	Service
<b>Finance System for The Barnet Group</b>	The project will deliver the Implementation of the Integra Finance & Procurement System as a standalone instance for the Barnet Group (TBG). This will allow TBG to stop using its current combination of Finance Systems and cease use of the SAP and IRIS systems/ licences by July 2014 in line with the CSG transformation plans.	£ 234,231.00	£ 161,231.00	Barnet Group
<b>Childrens Service eFinance</b>	This special project is required to deliver: <ul style="list-style-type: none"> <li>• The implementation of a new ICS finance system</li> <li>• The migration of data from the Swift finance database</li> <li>• The training necessary for staff to use the system effectively</li> <li>• Plans for decommissioning of SWIFT within Children’s Services</li> <li>• Decommissioning of SWIFT</li> <li>• The definition and documentation of the required support mechanisms for end users</li> <li>• The definition and documentation of the system administration mechanisms and procedures for making changes to the system</li> <li>• System administration support costing proposal (IS are currently support SWIFT)</li> <li>• The design and set-up all user accounts on the system</li> </ul>	Included on 41	£ -	Families
<b>Wisdom Get Well</b>	“Promote Wisdom as the corporate document and records management tool, but adapt and update it to ensure it is fit for purpose”. This request is to initiate a special project with CSG to realise the following outcomes: <ul style="list-style-type: none"> <li>• To evaluate the business fit of Wisdom, understanding the current use and potential future use of Wisdom within Barnet Council (and its partners, as Wisdom has been used within CSG and Re)</li> <li>• To carry out an “as-is” technology assessment of the Council’s current implementation of Wisdom, and a “to-be” requirement of the work required to increase its usage as a corporate system</li> <li>• To undertake a cost / benefit assessment of the investment required in Wisdom to make it fit for purpose versus the business benefit of doing so.</li> </ul>	£ 14,996.00	£ -	IS
<b>Adults &amp; Communities SWIFT Upgrade</b>	This SPIR is required to scope and implement a SWIFT upgrade and renew the technical infrastructure in a resilient data centre. The upgrade is necessary to mitigate a no confidence audit rating and mitigate major risks in the Adults and Communities care system which is currently out of date and requires a Data Recovery (DR) plan. Key requirements are to: <ul style="list-style-type: none"> <li>• Deliver an agreed plan with costs to upgrade SWIFT (includes, hardware, operating system and application) to be approved and signed off by Barnet</li> <li>• Implement the project plan to meet agreed delivery milestones and implement a SWIFT Upgrade into the CAPITA Data Centre</li> </ul>	£ 132,438.00	£ -	Adults

Project Title	Project Description	Total Project Value	Billed to date	Service
<b>Childrens Tribal Phase 2</b>	Implementation of Tribal system for Early Years• Identify Authentication options <ul style="list-style-type: none"> <li>• Review vendors external access solution against standards</li> <li>• Review options against IT roadmap &amp; strategy</li> <li>• Security review and approval</li> <li>• Creation of timescales and pricing for the design and delivery of the selected option Out of Scope</li> <li>• Implementation of an Authentication solution• Facilitation of installation of the new software modules onto existing Capita infrastructure</li> <li>• A proposal (WS2) detailing timescales and pricing for delivery of a Portal for access to the available Tribal functionality</li> <li>• A proposal detailing timescales and pricing to deliver a means of Authentication to manage security for external users requiring access to Tribal</li> </ul>	£ 83,768.00	£ 69,188.00	Families
<b>Early Years</b>	Investigation into costs for required IS works in order to bring Early Years Centres in House	£ 23,500.00	£ 13,000.00	Families
<b>Passenger Transport</b>	2 Phases - Capita Health and Safety Services have been requested to provide a proposal for the provision of a health and safety consultant to be embedded into Transport Services to support the Transport Services Manager Bernard McGreevy to develop Safe Systems of Work that will enable positive shift in health and safety culture promoting good behavioural safety.	TBC	£ -	SBS
<b>Care Quality Project</b>	To address recognised deficiencies in the management of care provider performance within Adults & Communities by conducting an in-depth review of current practices within the Care Quality team, developing proposals for process and organisational change and assisting A&C management in the implementation of those changes.	£ 12,000.00	£ -	Adults

## Appendix 4 – Corporate Programme Resources

Project	Current Status	Role
Adults Shared Care Record	Approved	
Portfolio Architecture	Approved	
Adults IIT	Approved	
Go Plant HR Support	Approved	
Go Plant PM Support	Approved	
Mortuary OBC	Approved	
Smarting Working	Approved	
CCG Move	Approved	
Portfolio Architecture - Benefits	Approved	
Portfolio Architecture - Integrated Plan	Approved	
H&S Workshops	Approved	
Private Rented Scheme	Approved	
Go Plant In Source - H&S Asses	Approved	
SPA Commercial Lead Ext	Approved	
Asbestos Training	Approved	
Unified Pay	Approved	