Customer Support Group (CSG) – Q3 2014/15

1.1 DELIVERY UNIT DASHBOARD

Revenue budget projected year end variance £000	Capital actual variance £000	Corporate Plan Performance	Management Agreement Performance
500	0	N/A	12

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements
The IT Data Centre Migration project is a critical one for both CSG and the Council. The IT Data Centre Migration plan successfully completed during the quarter with the remaining residual tasks being passed to the on-site team to close. During the migration 260 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
The Estates Educational Capital programme has had a successful quarter with 2 new schools, Copthall and St Josephs, completed and handed over to heads. This brings to 5 the total number of new school builds or extensions completed during 2014/15
Customer Service has maintained Customer Satisfaction levels above the 65% target 72% of customers are reporting satisfaction, this in spite of some periods of long queue times during Council Tax Enforcement runs. This shows that customers are generally happy with the service when they get through. This view is supported by the service continuing to meet its First Contact Resolution Target with 54% of calls resolved at the first point of contact against a target of 50%.

Key Escalations	Actions required
Customer Advocacy – Customer Services answered 75% of calls in 20 seconds against an 80% target. Unfortunately this is the second quarter that the service has fallen short of the target. The main issues centred on Revenues and Benefits calls where calls	A dedicated project improvement lead has been put in place and an extensive improvement plan was launched in recognition of this with weekly reviews of performance. The plan has progressed well and SLAs have steadily improved. Improvement actions include: • better staff and demand forecasting

volumes have been high in response to enforcement runs. Staffing levels have not been adequate to meet demand, due to sickness and staff leaving. This shortages occurred in areas where training is complex so it was not possible to cross skill or transfer in additional support quickly.	- increased recruitment - Improved call demand and staff forecasting based on trends and historic records Planned actions include - reviewing all IVRs to see where best practice can be replicated - Cross skilling of staff between teams - The use of the trained Revenues and Benefits back office staff during peak times
Issues have been identified with the data quality and Delivery structure within the HR CORE system The information was migrated from SAP to the new CORE system and staff have been paid accurately. However there are issues with the data in the system in relation to roles, team structures and hierarchies. This means that getting consistent and reliable Management Information for reporting, absence management and processing appraisals is challenging. A comprehensive improvement plan is in place.	Completed action - Detailed analysis of appraisals and absence data, processes and historic data - review sessions and collation of feedback of Council staff Planned action - System upgrade to v.21 in Q4 - comprehensive review, validation and update of all Delivery unit staffing roles and hierarchies - Redesign of forms and templates for appraisals
Revenues and Benefits has met two of its three KPI targets but continues to find it challenging to meet the 6 day target for processing changes in circumstances.	Completed action - We have deployed more staff and the teams are now split to work on correspondence according to its age to help ensure a consistency of approach The backlogs have been cleared and processes put in place to avoid them reoccurring Planned Actions - permanent additional recruitment is being progressed in Q4 - We are reviewing the new complex cases being sent in by DWP and whether a specialist resource needs to be put in place to process these specifically

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

Q3 has been period in which a number of projects concluded successfully and most operational performance has been good. There have been challenges and the impact of some system and staffing issues has resulted in disproportionately adverse impacts on some service elements. Plans are in place to address all issues but in some cases these will take time for the benefits to be felt.

Within **IT**, the Data Centre Migration project is a critical one for both CSG and the Council. The IT Data Centre Migration plan was completed during the quarter, with the remaining residual tasks being passed to the on-site team to close. During the migration 260 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 resilient and reliant infrastructure. As the project moved to conclusion and as key parts of the infrastructure were increasingly switched on in the new data centre, issues with the remaining legacy servers became more apparent causing concerns for some users in the short term. In particular issues were experienced using email where it was reported that teams were suffering from "frozen" screens which caused considerable time wasting. However once the migration was complete Council users reported improved performance and usability. The service also had similar challenges with Citrix which, when was transferred over a weekend impacted a number of Councillors. There were similar problems with the transfer of some shared drives. The new Citrix environment has been built and users will be moved in a phased programme during Q4. The shared drive transfer completed with only one issue in Family Services.   The transfer highlighted the scale of data and storage used due to duplication of data and, lack of policies and these concerns will be addressed as part of the IM/IS Strategy development.

Customer service has maintained Customer Satisfaction levels in spite of the service experiencing considerable issues with staff retention and absence that resulted in long wait times for customers in some services. This shows that when customers do get through they are generally happy with the service. The main issues centred on Revenues and Benefits calls where calls have been high due to enforcement runs. Unfortunately due to sickness and people leaving, staffing levels were not been adequate to meet demand due to where As the training need is complex so it was not possible to cross skill or transfer in additional support. An extensive improvement plan was launched to deal with this. Weekly reviews of performance, better staff and demand forecasting and increased recruitment have all been instigated in the short term. More long term mitigations are also being commenced (see below). A dedicated project improvement lead has been put in place.

HR has performed well operationally, with KPIs consistently met. Good progress has been made with the schools improvement plan and the Pensions website has gone live. HR is heavily engaged in a significant level of transformation work across the Council including the Unified Reward project, leadership training and workforce development. The service has also had to support restructuring and transformation plans across the Commissioning Group, Children's Services, Street Scene

9-=and Early Years. But the main issue for Delivery Units and the Service remains the data quality and structure issues within the HR CORE system (see more detail below in section 4.1). All information was migrated from SAP to the new CORE system and staff have been paid accurately, however there are issues with the data in the system in relation to roles, team structures and hierarchies. This means that getting good consistent Management Information for reporting, absence management and performance appraisals is challenging. A comprehensive improvement plan is in place to give a comprehensive review, validation and update of all Delivery Unit staffing information.

Finance has had a largely successful period. There have been some key projects delivered, with the supplier portal for remote invoice submission by suppliers and the remote mail room for the sorting and scanning of all Accounts Payable correspondence going live in October. The first three weeks saw over 2,000 invoices submitted to the new mailroom and processed into Integra electronically. The electronic invoice

process is helping identify non-compliance in raising Purchase Orders (PO's) within Delivery Units. As a result, Finance and Procurement are undertaking education and awareness follow-ups ahead of the Council moving towards a policy of no PO no payment, which is in line with good practice. There have also been reviews on the internal Financial Controls audit with the recommendations implemented (see section 4.1). Planning for the closure of accounts (2014/15) has now also commenced and a draft timetable is currently agreed.

Revenues and Benefits has met two of its three KPI targets but continues to find it challenging to meet the 6 day target for processing changes in circumstances (CIC). The recovery plan to bring the outstanding CIC and Council Tax work up to date has been completed. The challenge now is to maintain these levels going forward and to remove the peaks and troughs we have experienced so far. Council Tax In-Year collection is 0.64% down on last year which is an improvement of 0.07% on last month. The Council Tax Support Scheme collection in-Year collection is 0.17% down on the same period last year. This is primarily due to the re profiling and staggering of the reminders, finals and summonses and customer re-profiling of 12 monthly instalments. The expectation is that this will improve in the remaining months of the year.

Procurement continues to perform well against its savings target. The procurement guarantees to the council for the end of contract year 2 (September 2015) is £3,274,000. Against that target we are forecasting to deliver savings of £3,554,000. At the end of November 16 projects 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 11 MTFS projects across Adults and Children's service have been identified as potential contributors to this 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.`

Estates have achieved a number of successes this quarter including the possession of The Old Barn which was achieved on Friday 31st October 2014, following a three year dispute with the occupier and the provisional agreement being reached for the acquisition of LUPA House Boreham Wood for the new Depot site. The service also presented both the strategic Assets Management Plan (SAMP) & the consultation principles of the Community Assets Strategy (CAS) presented to Assets Regeneration and Growth Committee on 15th December for final approval. They will be published shortly and enter a period of consultation. The Educational Capital programme has had a successful quarter with 2 new schools (Copthall and St Josephs) completed and handed over to heads.

This quarter saw the publication of two Capita Group Internal Audit reports.. These Audits on CSG are part of an agreed joint Audit Protocol that operates between Capita and the Council's Audit Teams and a jointly agreed annual plan of audit activities, all the findings, data and recommendations are shared with the Council's Head of Audit. The two Audits were:

- CSG Client Invoicing and SLA KPI Monitoring and Reporting audit - the overall grading was Satisfactory with a Management Risk Awareness and Responsiveness Conclusion of Strong, and

- IPR and Data - Audit rated the adequacy and effectiveness of the control environment over IPR and data as Effective.

The relationship between the Council and CSG has faced some pressures and inevitably as the contract has bedded in both parties have had to work together to address emerging challenges. However the Council and Capita teams will work together on these issues to find shared solutions and maintain a generally good working relationship and strong shared programme Governance across all activities.

1.4 ASSESSMENT OF SUPER KPIS

Super KPI reports on a quarterly basis; **Compliance with Council Policy** – there have been a number of minor breaches during the quarter which were investigated and resulted in improved processes and tightened controls.

Prior to the contract the Council was reporting an average of 4 breaches per quarter across CSG services, while there is a desire by all parties that there should be no breaches, the use of a Super KPI may discourage transparency and as a result the Council's commercial team is redrafting the KPI in relation to the point at which a breach will result in a service credits. This will still reflect the target for there to be no breaches but the thresholds for penalties will reflect the actual baseline performance, the severity of the breach and the aspiration to improve over time.

The results for the CIPFA survey taken in September 13 (contract start) on users and Commissioner Satisfaction provided the contract baseline for the satisfaction KPIs at the end of 2014. All services bar procurement have a baseline of lower quartile. Commissioner satisfaction is a super KPI. The 2014 survey has now been issued to all Council staff or targeted users in the council (dependant on the service) and the results will need to be collated by CIPFA and compared to other authorities with the results being published in summer 2015. CSG needs to show an improvement on the baseline of one band in each service (unless the service is already in the top band, like Procurement) to achieve the KPI target.

1.5 SERVICE CREDITS PAYABLE IN PERIOD

Period	KPI	Performance Level v Target	Service Credit Applied (£'s)
Q3 - 14	CS012a – Customer Advocacy – 80/20 call answering	72% vs. 80%	£18,343
Q3 - 14	RB09 - Speed of processing - Changes (days)	9.15 Days vs. 6 Days	£28,891
Q3 -14	HR017a Payroll Accuracy - error rates	0.17% vs. 0.15%	£4,127
Q3 - 14	HR018 – Absence and Intervention	Fail	£19,233
Total Service Credits in Period			**£70,594**

*The KPI in relation to HR Absence and Intervention Projects (HR018) is based on an agreed set of 8 projects that were presented to the Workforce Board at the end of Quarter 2 for completion by Capita and designed to assist in further reducing Absence across Council Employees. The KPI works on a straight Pass/Fail basis but the projects are varied and at different stages and the status of the projects against the KPI needs to be agreed with the SRO or Workforce Board prior to final publication of the Report.

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	15	0	0	3	8	10	18

* 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 *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved since the previous results*	Benchmarking *How performance compared to other councils*
CS003	Percentage of calls answered within 20 seconds	October 14 - December 14	78.1%	80.0%	158,688 / 212,345	74.7%	6.59%	Worsening	being investigated
HR010	All projects/interventions that have been agreed are delivered in a rolling quarterly Programme of Work order to positively reduce the Authority's absence in levels where completion is within the Service Providers span of control	October 14 - December 14	Not reported	Pass	N/A	Fail	N/A	Worsening	internal KPI
RB023	Average speed of processing for changes	October 14 - December 14	3.28	6.00	337,811 / 36,594	9.23	53.86%	Worsening	

*Explanations detailed above at Key escalations/actions required.

2.3 Interventions & Escalations

KPI NO and title	Comments and Proposed Intervention

CS003 – Customer Advocacy - Percentage of calls answered within 20 seconds	**Intervention Level 2 - Operational improvement plan within Delivery Unit**
	
	Actions and comments
	■ 75% of calls were answered within 20 (Target 80%)
	■ For the last two months Customer Services have failed to achieve this target and whilst quarterly performance remains below the required 80% at 75%; performance in December has improved by 5%.
	■ 9 of the 14 services managed by Customer Services answered over 80% of calls in 20 seconds in December 2014 and across all services 96.2% of calls were answered which is an increase of 1.4% from November 2014.
	Telephony performance will move to a PI April 1st 2015, Customer Services are committed to ensuring that performance in this area continues to improve; as a result further plans are in place to cross skill existing agents to increase resilience in the event of unplanned absence or leavers
	■ We have recruited an additional 12 Council Tax staff and trained existing staff to be able to help at peak times (to take the team from 20 to 32) however training for this service is complex taking 3 weeks and newly trained staff have typically longer average handling times leading to longer queues and customers calling other lines to try and get through
	■ A detailed recovery plan was agreed with the Council's commercial team and weekly reviews have been undertaken. The plan has progressed well and SLAs have steadily improved. Improvement actions include:
	    ■ Improved call demand and staff forecasting based on trends and historic records
	    ■ reviewing all IVRs to see where best practice can be replicated
	    ■ Cross skilling of staff between teams

RB09 Speed of processing - Changes (days)	**Intervention Level 2 - Operational improvement plan within Delivery Unit** **Actions and comments** ■ We have deployed more staff and the teams are now split to work on correspondence according to its age to help ensure a consistency of approach - permanent additional recruitment is also being progressed in Q4 ■ The backlogs have been cleared and processes put in place to avoid them reoccurring ■ Service Performance was also impacted by the regular changes sent by the DWP –they cross check other income databases to validate claim accuracy – these are often long and complex changes and often backdated over long periods – we are developing a project to assess if permanent dedicated resource is required to address this

KPI NO and title	Comments and Proposed Intervention
HR010 – Absence and Intervention	**Intervention Level 2 - Operational improvement plan within Delivery Unit** The KPI in relation to HR Absence and Intervention Projects (HR018) is based on an agreed set of 8 projects that were presented to the Workforce Board at the end of Quarter 2 for completion by Capita and designed to assist in further reducing Absence across Council Employees. The KPI is based on a Pass/Fail basis. The projects are varied and at different stages the status of the projects against the KPI has been considered by the Authority's client team to have failed

PI NO and title	Comments and Proposed Intervention
CS PI 02 Email Response Times	**Intervention Level 2 - Operational improvement plan within Delivery Unit** **Actions and comments** Prior to 1st December 2014, Customer Services were unable to accurately report on e-mail and webform performance although manual records were kept to ensure that e-mails were responded to within 5 working days. In December 83.5% of e-mails and 87.2% of webforms were responded to within 5 working days against a target of 90% Focus throughout January 2015 will be on ensuring that performance increases so the 90% target is met. Accurate reporting relies on agents correctly logging e-mails and webforms on Lagan; daily reports have been generated to allow the management team to monitor data entry and performance
CS PI 06a – Initial wait (target 5 minutes)	**Intervention Level 2 - Operational improvement plan within Delivery Unit** The initial wait time in the face to face centres recorded for December 2014 is 7.7 minutes; this is an improvement on November of 2.1 minutes but significantly over the target of 4.34 minutes. This is due mainly to ongoing staff absences and difficulties in finding temporary staff of the required quality to cover. We are still attempting to find temporary staff, and hope to find adequate candidates within the next month or so.

CS PI 01a – Secondary wait times (target 10 minutes)	**Intervention Level 2 - Operational improvement plan within Delivery Unit** The secondary wait time in the face to face centres recorded for December 2014 is 10.3 minutes against a target of 5 minutes. This has worsened from November by 1.8 minutes. The drop in performance is because only Barnet House data being reported as there is a problem with obtaining the data for Burnt Oak Library. IT services are currently investigating and once this issue is resolved a revised version of this report will be submitted with the updated performance combining secondary wait times for Barnet House and Burnt Oak Library as outlined in the PI definition

3. RESOURCES AND VALUE FOR MONEY

3.1 Contract price

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
CSG	22,153	22,922	23,422	500	Base lining of income guarantees is currently taking place and the income in certain areas such as schools is lower than anticipated.	2.2%
Total	**22,153**	**22,922**	**23,422**	**500**		**2.2%**

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%
CSG Delivery Unit	**-**	**-**	**-**	**-**	**-**	**-**	**0.0%**

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	
Sub Total		**11**	
Service Provider	Agreed	17	(767,000)
	Cancelled	3	
	Pending	29	360,500
Sub Total		**49**	
Total		**60**	221,047

4. OVERVIEW OF DELIVERY UNIT
4.1 Managing the Business

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

- Customer Services Advocacy (calls answered in 20 seconds) - 75% against a target of 80%

- Revenues and Benefits Processing of Change in Circumstances - with the overall quarter performance at 9.15 Days against a 6 Day target

- ICT Incident Resolution which reached 85% in December missing its target of 91%

The HR quarterly KPI for sickness and absence projects is also under review by the Workforce Board as some but not all of the 11 agreed projects have been delivered following some challenges around the effectiveness of data used to dictate interventions.

Customer Service

The service has achieved its targets for two KPIs

- <u>CSO KPI 10a - Customer Satisfaction</u> achieving a quarter outturn of 72% (65% target) - Telephony performance remains consistent with 89% of respondents rating the service as good. However, performance on email satisfaction has dropped to 43%, an e-mail monitoring process is under review to ensure that the process is robust and efficient. In addition to these two actions the e-mail templates are also being re-checked to ensure that they are fit for purpose and effectively communicating all service levels to the recipient.

- <u>CSO KPI 11a – First Contact Resolution</u> (FCR) achieving 54% (target 50%) over the quarter - In December 2014 the service has exceeded the target by 10%, with 60% of calls being resolved at the point of first contact. Performance in this area has previously fallen below the required target as a result the team have been focusing on ensuring that staff are logging as many calls as possible, the generation of internal daily reports showing individual agent performance has supported this. The Coaching and Development Officers have been observing advisers taking live calls to ensure that calls are being logged correctly, there are no known issues regarding the accurate logging of first contact resolution.

But the <u>CSO KPI 12a – Customer advocacy</u> (target 80%) was not met and performance remains below the required 80% at 75%; however, performance in December has improved by 5%. The main driver for this has been calls to Revenues and Benefits and in particular enforcement calls where staffing absence and retention issues have led to long queue and average handling times and customers have the called other lines and services to try and get through.

Additional resource on the Revenue and Benefit services has been recruited and this has contributed to the increase in performance in December. A dedicated project improvement lead has been put in place and an extensive improvement plan was launched during November in recognition of the issues and this is subject to weekly reviews of performance. The plan has progressed well and SLAs have steadily improved. Improvement actions include:

- better staff and demand forecasting
- increased recruitment
- Improved call demand and staff forecasting based on trends and historic records
- reviewing all IVRs to see where best practice can be replicated
- Cross skilling of staff between teams

Despite this it should be noted that 9 of the 14 services managed by Customer Services answered over 80% of calls in 20 seconds in December 2014 and across all services 96.2% of calls were answered which is an increase of 1.4% from November 2014.

CS PI 05 – Members Enquiries (Target 90%) - Since September 2014 when the target reduced from 10 working days to 5 working days performance has fallen below the required 90%, as a result focus has been on improving performance and ensuring that this target is met. As a result in December 2014 96% of Members Enquiries were responded to within 5 working days, this is an improvement of 14% since November 2014. The increase in performance can be attributed to the daily team meeting, increased focus on the daily reports and the continued monitoring of the cases due for response on any given day.

There were also issues with face to face service waiting times during the period. This is due mainly to on-going staff absences and difficulties in finding temp staff of the required quality to cover. We are still attempting to find temps, and hope to find adequate candidates within the next month or so.

A new freedom pass process has resulted in an increase in calls to the service centre - Disabled residents who need their passes renewed are now required to come to their local council. local councils are now required to issue renewed passes. Work is on-going to ensure that this process is embedded smoothly.

Switchboard - The contact names and numbers within the switchboard directory are continuing to be reviewed, with the project (including the active directory and automated switchboard) being managed via the Customer Experience Board. The number of incorrect transfers has continued to reduce as staff members are now more experienced and have a growing knowledge of Barnet employees and Council staff, we have also now obtained a list of contacts for Barnet Homes. However, we have still received issue escalations this month as a result of this matter. Work on the Active Directory and Automated Switch continues with an aim for an updated initial directory to be published at the end of January 2015.

Years 2 KPIs – Base-lining has continued for the year 2 KPIs and negotiations are now almost complete with all targets and on-going improvement trajectories to be agreed and contractualised by Mid-January 2015. Monitoring has been on-going throughout the month so that a full month's outturn can be used for January once the targets are agreed.

Estates

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

Property services achieved a number of successes this quarter including the possession of The Old Barn was achieved on Friday 31st October 2014, following a three year dispute with the occupier. This will facilitate the opportunity to consider wider developmental plans for the site and

with provisional agreement being reached for the acquisition of LUPA House and negotiations commencing for the acquisition of the Oakleigh Road site, subject to planning permission being granted. Planning permission has also been granted for the residential development of Hendon Football Club

Both the strategic Assets Management Plan (SAMP) & the Consultation principles Community Assets Strategy (CAS) were presented to the Assets Regeneration and Growth Committee on 15th December for final approval. They will be published shortly and enter a period of consultation.

The Service also agreed a plan for the review and survey of the "non-civic" estate properties owned by the council but in many cases let or managed by leaseholders. The surveys are key to establishing the compliance of the properties and will be used to create comprehensive records within the new Integrated Property & Asset Management system (IPAMS) and will support proactive management of the estate in future. The survey plan will be prioritised jointly based on risk, occupants and use and will be agreed by the Assets and Capital Board and Health and Safety Compliance group.

There have been some gaps this quarter in the senior management team that have been resolved. Work continues on developing a roadmap for a risk based programme, together with a summary for the commitments on the Civic Estate. Once complete this will be presented to the Assets and Capital Board.

The Educational Capital programme has had a successful quarter with 2 new schools (Copthall and St Josephs) opening, but some challenges with budgets for schemes for London Academy Primary School, Oak Lodge Primary School & Monkfrith due to changes in requirements and a number of other factors. These have been addressed through joint working, the risks are being mitigated and additional funding has been secured.

The delivery of the Integrated Property & Asset Management system (IPAMS) solution has been re-planned and additional resources focused on it. The system is partially live and is already being used to manage all the Civic Estate buildings and their compliance.

Finance
The new CSG Off-site Scanning and Indexing service for all Council Invoices went live during the quarter with no issues. This will increase the efficiency of the service and is also helping to identify areas of noncompliance across the council where invoices have been raised with no corresponding PO. The MI produced is being used to educate Delivery Units and target areas for improvement. It is anticipated that as of April 2015 the Council will be able to move towards a zero tolerance policy with no invoices paid where there is no supporting PO in line with best practice.

The Income Services team has collected £700k in outstanding historic debt from The Elliot Foundation following resolution of historic disputes and this has now been paid. Other significant debtors which are outstanding where we are awaiting for advice from the Council

The bank tender Delegated Powers Report to appoint the Royal Bank of Scotland as the Council's and schools corporate banker has now been completed. The programme to manage the implementation and transfer for the Cooperative is in place and weekly programme meetings are in place to ensure delivery by 31st March 2015. Communications with third parties such as Barnet Homes and the Schools has now been initiated

A financial Controls Audit has been completed – and as a result of some issues in relation to reconciliations a Designated Lead Officer has been put in place to coordinate and lead on more systems work such as reporting, hierarchy structures, interfaces and so forth. She will also take responsibility for reconciling the modules within the system back to the general ledger

The service has raised a concern for some time over the lack of clarity on the role of the budget manager/holder and the risk of this not being embedded could have on the service. As the new monitoring approach via Integra has been rolled out, this has created some push back within Delivery Units on the role of the budget manager and the role of finance At the same time the Children Centre Internal Audit raised that there was a lack of clarity in roles and it is envisaged this may also come through in the Budget Management Internal Audit on Street Scene and Commercial Services. It has now been agreed with the Service Relationship Officer that we shall work with them to define the role of the budget manager and this will be rolled out in January 2015, however will need to be championed by the Chief Operating Officer and his team.

HR Service
Good progress has been made in the Schools system improvement project with a number of key reports now being produced as requested by Schools, enhancements in the system and a successful schools forum meeting providing a good opportunity to discuss the planned service improvements.

The pensions service has now cleared all the inherited backlog of correspondence and queries which ran into thousands and could not all be addressed until the new systems were embedded and running smoothly. Casework now sits at 165 cases, the lowest ever number of cases. In addition the Pensions website went live allowing all members to see their fund details for the first time and Annual Benefit Statements issued to all Active and Deferred members within the Statutory deadline.

Safety Health and Wellbeing (SHaW) continue to pilot the e-learning solution. They have worked with the Client and Council H&S Champions to roll the solution out to the whole Council during December.

The HR service continues to have some challenges with a number of individual issues and on-going problems still causing some concern. This includes: Data quality and reporting (including sickness absence and diversity). CSG has a dedicated Programme manager and a comprehensive action plan, supported by a team of business analysts, technical architects and project managers is now in place to support a rapid improvement plan. Work will focus the staffing and structure data in the CORE HR system as analysis shows that the current structures of DUs do not reflect that actual structure or the information they provided prior to migration from SAP. This now needs to be recorded, validated and configured with DUs.

IS Service

The service successfully maintained its KPI performance target for critical systems availability (99.5%) for each month of the quarter despite a period of intense on-going transformation activity, most notably the Data Centre Migration. The service also met its 91% target for Incident Resolution for October and November but missed this in December due a combination of closing aged cases without adequate diligence on the SLA KPI impact along with the Infrastructure team being diverted to resolve DCM file migration issues.

The IT Data Centre Migration Programme completed during the quarter with the remaining residual tasks being passed to the on-site team to close. During the migration 260 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. As the project moved to conclusion and as key parts of the infrastructure were increasingly switched on in the new data centre, the issues with the remaining legacy servers became more apparent and caused issues for users in the short term. In particular issues were experienced in email. However once the migration was complete Council users reported improved performance and usability. The service also had similar issues with Citrix which also impacted 5 members and the transfer of some shared drives. The new Citrix environment has been built and users will be moved in a phased programme during Q4.

In addition the service has

- Submitted the PSN Compliance return and after some initial queries received confirmation at the time of this reports publication that the accreditation has now been granted.

- Completed an upgrade to the BlackBerry service which is now on new servers and updated software in our data centre. This will support later versions of BlackBerry and the possibility of other device choices in the future. Moving to the latest versions of BlackBerry Services has enhanced our PSN position.

- Progressed the File share migration is now 90% complete

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

- Submitted the first Draft of the ICT Strategy

PSN Health Checks were undertaken during the quarter ready for the annual compliance submission. The initial feedback on the submission highlighted some further actions there were required around P2 issues and a revised submission was resubmitted to the Cabinet Office in December with initial clearance given subject to a full technical review.

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.

The procurement guarantees to the council for the end of contract year 2 (September 2015) is £3,274,000. Against that target we are forecasting to deliver savings of £3,554,000. At the end of November from 16 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 this 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.

In addition the service has undertaken a range of activities to deliver internal improvements and engage local businesses, these include:

- A Barnet business and supplier day took place on 23rd October circa 75 local business attended with procurement running "doing business with the council" in tandem with CSG finance

- A "how to buy guide" is being developed to drive improved procurement throughout the council, which should in turn drive an improvement in compliance through the council, this links to work we are conducting with CSG finance on reducing retrospective PO's

- Social value act workshop took place on the 8th of October with guest speaker from Oldham council

Revenues and Benefits

The service met its targets in relation to new claims (R&B KPI08) target of 9 days and Benefits accuracy (R&B KP109a) of 95%. The uptake of Direct Debit also increased from 62.79% in September to 63.21% in October

However, meeting the 6 days processing time target for Changes in Circumstances continues to be a challenge. Targeted overtime was utilised during the quarter to help reduce the backlog of correspondence and in particular to focus on the Change in Circumstances. This resulted in and improvement in November (6.89 days) and December (8 days), a marked improvement on October's performance (12 days), but this was not enough to bring the KPI in line with the target over the Quarter. However based on the last published DWP Housing Benefit Speed of Processing statistics the Council will remain in the top quartile of Councils for Changes in Circumstances and is likely to remain one of the best performers for New Claims

Analysis of the Changes in Circumstances work been completed and the underlying causes of the issues, indicates the main issues are;
- the DWP sending in RTI Cases – these are complex historic cases of benefits changes in circumstances based on the DWP undertaking analysis across several benefits and tax schemes/departments to determine the correct level of benefit due historically.

- absence within the teams

- Backlogs of correspondence within the back office

The recovery plan to bring the outstanding CIC work up to date has now been completed with regular progress updates to the Council client team as the work progressed. The long term mitigations to avoid this happening again have been shared and the challenge now is to maintain the levels going forward and to remove the peaks and troughs we have experienced thus far. It is believed that this will largely be addressed by additional recruitment which is planned for quarter 4 during the quieter period leading up to annual billing.

The client is also looking at the impacts of the DWP Cases and whether additional dedicated staffing are required if these cases are to be regularly sent by DWP. One of the challenges is the varying volumes and irregularity of the cases making it hard to forecast the timing and requirements for staff.

The handling of the recovery phone calls that historically where undertaken by the back office have been moved to Coventry Contact centre and although this has improved the visibility of the calls in that they are now going through a system that can record the abandoned calls, wait times and average handling times, this is impacting on the delivery of the overall revenues service as the recovery calls are often more complicated and require more call time to resolve.

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:

PROBABILITY	SCORE		IMPACT				
			1	2	3	4	5
			Negligible	Minor	Moderate	Major	Catastrophic
	5	Almost Certain	0	0	0	0	0
	4	Likely	0	0	0	0	0
	3	Possible	0	1	2	4	0
	2	Unlikely	0	2	2	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 2. 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 Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
COMNS0007 – Joint New 2014-15 Medium Term Financial Strategy (MTFS) savings projects may impact on projected CSG (formally known as NSCSO) savings outside of the MFTS 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 CSG savings projections and agree changes Jul-14: Position at end June is forecast savings £5.947M against required MTFS target of £4.2M. Risk probability downgraded. Continue to	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
				monitor through monthly report. Dec-14: Monthly reporting now further supported by LBB Finance/Commercial review of savings.					
COMNS0015 - Joint 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. Capita Risk Log: CSGE091 Owner: Anna Earnshaw	Major 4	Possible 3	Medium High 12	29/1: 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. 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 14/4 Funding for roles transferring back to libraries to be transferred back to Council from CSG Budget 3/6/14 Libraries systems and services is part of the children's transformation and PSR plans - projects being scoped	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
				Jul-14: Probability downgraded as actions in place.					
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 managing health and safety compliance in premises, there is a risk that community schools do not maintain buildings in line with regulations leading to Council being fined or charged	Major 4	Possible 3	Medium High 12	Estates are consulting with the Council's Health & Safety officer to develop a strategy to address the issues raised by the HSE 07-Jul14: H&S policy updates to be targeted at schools guidance as a priority H&S running training and awareness courses and e-learning for schools	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:

December by Channel	Good	Average	Poor	Totals
F2F, Service				
Number of respondents	249	34	49	332
Percentage of respondents	75%	10%	15%	
Telephone, Service				
Number of respondents	2536	230	69	2835
Percentage of respondents	89%	8%	2%	
Web, Service				
Number of respondents	455	159	649	1263
Percentage of respondents	36%	13%	51%	
Email, Service				
Number of respondents	50	12	54	116
Percentage of respondents	43%	10%	47%	
Total:				
Number of respondents	3290	435	821	4546
Percentage of respondents	72%	10%	18%	

Overall the service has achieved the required SLA for customer satisfaction with 72% of respondents rating the service as 'Good'. To understand the overall increase in the percentage of respondents rating the service as 'Good' each of the channels can be reviewed independently

- **E-mail –** Getting the GovMetric survey link added to all outgoing e-mails continues to be a challenge in regards to e-mails sent via Lagan, this impacts on the volume of responses for this channel. The patch expected to resolve this issue does not in fact include the additional capabilities and we are working with Kana to resolve the issue via different routes. 43% of respondents rated the service as

'Good' which is a decrease of 3% compared to November 2014. Action is being taken (as detailed elsewhere in this report) to rectify this, but it should be remembered that performance will continue to fluctuate greatly as a volume of returns remains low.

- **Web** performance has decreased by 7% this month since November 2014 with 36% rating the service as 'Good' in December 2014. Performance continues to fluctuate and the analysis of comments left by respondents will continue to take place to help improve customer satisfaction.

- In line with the ongoing website refresh project the mapping of the web feedback to the relevant services areas and delivery units is also taking place. The intention is that this will allow for all feedback to be appropriately directed to ensure that it is used effectively to improve the customer experience. This is an ongoing project which is hoped to be completed in the first half of 2015.

- **F2F** performance has increased by 5% since November 2014 with 75% rating the service as 'Good' in December 2014. Face to face satisfaction remains higher than the required 65% by 10% and continues to be a strong performing channel in regards to customer satisfaction despite the fluctuating initial wait times.

- **Telephony** satisfaction has continued to exceed the required benchmark with 89% 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 January 2015. Overall the number of responses has decreased; this is reflected across all channels but may be as a result of the festive period. Lagan capabilities, although expected to be fixed soon, continue to prevent the link being included in e-mails sent via Lagan, the management team are continuing to monitor outgoing e-mails not sent via Lagan to ensure the link is included and maximise the volume of returns

Appendix 1 – Key Performance Indicators

KPI NO	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved since the previous results*	Benchmarking *How performance compared to other councils*
CS001	Percentage of customer satisfaction with the contact centre telephone service, face to face service, web service & first contact e-mail service	October 14 - December 14	75.5%	70%	12,127 / 16,902	71.7%	2.5%	Worsening	being investigated
CS002	First contact resolution – the percentage of telephone calls where the query/request was resolved without transfer to another officer or team	October 14 - December 14	53.9%	50%	70,192 / 131,026	53.6%	7.1%	Worsening	being investigated

KPI NO	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved since the previous results*	Benchmarking *How performance compared to other councils*
IS004	Percentage availability of top 7 IT systems and services ("core council systems") over supported hours	October 14 - December 14	100%	99.5%	1,466 / 1,470	99.7%	0.2%	Worsening	being investigated
IS006	Percentage of incidents resolved within agreed service levels	October 14 - December 14	93.1%	91%	1,629 / 1,790	91%	0%	Worsening	being investigated
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	October 14 - December 14	100%	100%	268 / 268	100%	0%	Same	internal KPI

KPI NO	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved since the previous results*	Benchmarking *How performance compared to other councils*
	(CRB) undertaken, has a valid check in place which should be no more than three years old								
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	October 14 - December 14	0.23%	0.30%	7,759 / 7,772	0.17%	44.2%	Improving	internal KPI

KPI NO	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved since the previous results*	Benchmarking *How performance compared to other councils*
	line managers)								
HR009	To ensure all employees are paid on the published 'pay date'	October 14 - December 14	100%	100%	7,772 / 7,772	100%	0%	Same	internal KPI
EST019	FM Incident resolution		100%	100%	30 / 30	100%	0%	Same	
RB022	Average speed of processing for new claims	October 14 - December 14	7.61	9.00	29,225 / 3,297	8.86	1.5%	Worsening	
RB023a	Accuracy of benefit assessments	October 14 - December 14	99.05%	95.00%	1,373 / 1,445	95.02%	0%	Worsening	
PR024a	% of the value of new contracts over £25k awarded and managed in accordance with CPR's and procurement legislation	October 14 - December 14	100%	100%	144,329,797 / 144,329,797	100%	0%	Same	
PR024b	% of the value of legacy contracts over £25k managed in accordance	October 14 - December 14	99.30%	98.94%	681,517,616 / 682,736,101	99.82%	0.9%	Improving	

KPI NO	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved since the previous results*	Benchmarking *How performance compared to other councils*
	with CPR's and procurement legislation								
PR026a	Number of apprenticeships through new procurement activity & Number of apprenticeships within existing supply chain	October 14 - December 14	9	1	N/A	4	300%	Worsening	
PR026b	Number of work experience placements through new procurement activity & Number of work experience opportunities within existing supply chain	October 14 - December 14	0	4	N/A	6	50%	Improving	
Super KPI 002	Compliance with Authority Policy	October 14 - December 14	Fail	Pass	N/A	Pass	N/A	Improving	internal KPI

Appendix 2 – Contract Variations

New Change Requests for the period are shown below.

Reference	Title	Description	Change Raised by	Status at 31-Dec-14	Financial Impact	Service Impacted
CR030	Amendment to Schedule 39 Approved Sub contractors	CR to add the sub contracted used by CSG and formally approved by LBB in line with the contract in relation to Data Protection and the required flow downs	Service Provider	Pending	£	Various
CR031	Face to Face Services Commitment amendments	aligned to Commitments T1-10 (My Account) and T3-35 (Channel Shift) as a key enabler to transform the customer experience	Service Provider	Pending	£	Various
CR032	Access Strategy Commitments amendments	Amendment to revise the commitment into Customer access strategy parts 1 (Delivered) and 2 (Submitted)	Service Provider	Pending	£	Various
CR033	Single View of the Customer Commitment amendments	Amendment required to recognise the dependency on the delivery of the My Account product	Service Provider	Pending	£	Various
CR034	Cancelled as duplicate			Cancelled		
CR035	CIPFA user and commissioner satisfaction	The survey results for 2013 have now been provided and create a new baseline for CSG which needs to be entered into the contract schedules	Service Provider	Pending	£ -	ALL services
CR036	Amendment to CS commitments to align project dates and outcomes	Amendment to Commitment T2-029 date, amendment to T3-32 MI Sign off	Service Provider	Pending	£ -	IS
CR044	Repairs and Maintenance	Amendment to schedule 1 and 4 to reflect the return of the Repairs and Maintenance budget for the Civic Estate	Service Provider	Pending	£(6,514,000)	Estates

Reference	Title	Description	Change Raised by	Status at 31-Dec-14	Financial Impact	Service Impacted
		to the Council in line with all other managed budgets				
CR045	Amendments to Transformation Commitments (4)	Amendment to IT commitment for the dates for staff training & change from the IT ITIL standards to ISO standards as agreed with the Council	Service Provider	Pending	£ -	IS
CR046	Amendment to CS commitments to align to Gateway Project dates	Amendments to Commitments T3-35, T3-34, T1-008,	Service Provider	Pending	£ -	IS
CR047	Change Support with the Corporate Programmes Output Specification	Enhancing capability of the Corporate Programmes team. will allow the service to provide additional support to the Authority at a lower rate than the contract during a period when they will be undertaking a number transformation programmes concurrently.	Service Provider	Pending	£ 143,396	All
CR048	Reduction in Pension Contributions	To reduce the Periodic Service Charge to reflect the reduced employers contribution rate as set out in clause 15.3.6(g) of the CSG contract.	Service Provider	Pending	£(3,216,000)	All
CR049	Revise Estates Commitment for T1-021	The commitment for the SP within 24 months of the Service Transfer date to develop a Community Asset strategy , Service Delivery Plan, Estates, is to be amended and completion date changed from 01/09/2015 to 01/07/2015.	Service Provider	Pending	£ -	Estates
CR050	Definition of contract indexation	To clarify the calculation by which the Indexation of the Periodic Service Charge is inflated annually.	Service Provider	Pending	£ -	ALL services
CR051	Adult Social Care and Redundancy	The provision of additional, qualified, Adult Social Care team leaders. To avoid	Service Provider	Pending	£ -	ALL services

Reference	Title	Description	Change Raised by	Status at 31-Dec-14	Financial Impact	Service Impacted
		any additional cost to the Authority, this change is being met by the early release of some of the redundancy provisions in the contract so there is no cost to the Council.				
CR052	Estates - extension to commitment T3-145	Formally reflect the decision made by the Authority's Estates SRO on 15th October 2014 to amend the Commitment T3-145 (Departmental Property Plans). It was agreed that due to the Authority's high priorities of community asset strategy and SAMPS being delivered the commitment be extended to 31/3/2015.	Service Provider	Pending	£ -	Estates
CR053	Estates - Court Protection Cases	This change control is formally required to reflect this change in volume of cases (contract stipulates 2 per year).	Service Provider	Pending	£ -	Estates
CR054	Redundancy Reallocation	This change will allow for a further release of some of the contracted redundancy provision following the completion of the CSG initial consultation following transformation. This will allow the Council to use the funding to address lower income levels that expected.	Service Provider	Pending		
CR055	Estates - Extension of Commitment T2 – 037, Locality Strategy	This request is for the change in delivery date of the commitment T2-037 (Locality Strategy) to enable further objectives to be achieved. The decision has been made to extend the delivery date from 1st March 2015 to 30th June 2015.	Service Provider	Pending	£ -	
CR056	CSG invoicing dates	Amendment to invoicing date for the	Authority	Pending	£ -	

Reference	Title	Description	Change Raised by	Status at 31-Dec-14	Financial Impact	Service Impacted
		periodic service charge - no change in payment date, terms or amounts.				
CR057	Occupancy and Utilisation KPI Est 28	Revise the names for the persons responsible on KPI 28 following personnel change. The person responsible for data collection Interim Head of Estates – Paul Gatrill. This is to be changed Head of Estates – Russell Westlake. Change in data provider from Richard Spencer – Building Services Manager to Andrew Lumsden – Head of Building Services	Authority	Pending	£ -	Estates
CR058	Customer Services - Hendon Town Hall Reception	Additional reception services to be provided by CSG staff over contract term. Therefore additional staff have been employed specifically for the required roles – budget to be transferred from Adults to cover following transfer of registrars to Brent	Service Provider	Pending	£ 243,104	Customer Services
CR059	T2-004 Commitment Due Date Change	To align the commitment to the current state and dates of other deliverables	Service Provider	Pending	£ -	Customer Services
CR060	Third Party contracts finalisation	Contractual third party contracts true up in line with clause 7 of the contract and update Schedule 24 with final list of suppliers and the charges paid.	Service Provider	Pending	£9,704,000	All services

Appendix 3 – Corporate Programmes Projects

Project Title	Project Description	Service	Total Project Value	Billed to date
Mill Hill Depot Relocation – Pinkham Way / Claremont Way Studies	There are currently two deliverables associated with this project. 1. Develop proposals for Pinkham Way site to submit a planning application asap. 2. Determine the viability of utilising Claremont Way site as a temporary depot.	StreetScene	£927,772	£927,772
Members pilot for using controlled iPads with Mobile Iron	On 7 October 2013, Capita IT demonstrated to Councillor Robert Rams and Jenny Obee technology that was in place at Sheffield City Council: iPads that were council controlled through Mobile Iron to enable more effective mobile working. Barnet Council would therefore like to pilot iPads with Mobile Iron for a selection of our Councillors (we anticipate a pilot of no more than 10 users). Commercials Item Unit Price Quantity Total Price (UK£ excl VAT) iPad Retina Display 32GB Wi-Fi & Cellular (3G) including 1 year manufacturer warranty £444 8 £3,552 iPad Mini Wi-Fi & Cellular (3G) 32GB including 1 year manufacturer warranty £366 2 £732 Mobile Iron evaluation Licences PER MONTH £5 10 £50 per month Implementation and Pilot Support £28,894 1 £28,894	Corporate	£28,894	£23,115
PSCIP Schools	The deliverables associated with this project are summarised as follows: a. The Orion 4 FE Primary School New Build b. Mill Hill East 3 FE Primary School New Build c. Management of Defects Process and Closure of Projects within PSCIP	Education	£145,950	£102,165

Project Title	Project Description	Service	Total Project Value	Billed to date
2013 Primary Schools	1. This project is to deliver the following a. Expansion of Martin Primary School to provide 1 additional form of entry (From 2FE to 3FE) b. Expansion of Moss Hall Infant and Junior School to provide 1 additional form of entry (From 3FE to 4FE) c. Expansion of Brunswick Park Primary School to provide 1 additional form of entry (From 1FE to 2FE) d. Expansion of Oakleigh Special School to provide additional pupil places e. Expansion of The Compton Secondary School to provide 1 additional form of entry f. Expansion of Copthall Secondary School to provide 1 additional form of entry g. Expansion of Christ's College Secondary School to provide 1 additional form of entry	Education	£319,302	£258,436
2013 Secondary Schools	This project is to deliver the following a. Expansion of The Compton Secondary School to provide 1 additional form of entry b. Expansion of Copthall Secondary School to provide 1 additional form of entry c. Expansion of Christ's College Secondary School to provide 1 additional form of entry	Education	£238,140	£147,420
2015 Schools	This project is to deliver the following a. 1 new 2FE Primary School at the London Academy to create an all through school b. Expansion of Osidge Primary School to provide 1 additional form of entry (From 2FE to 3FE) c. Expansion of Oak Lodge Secondary Special School to provide 35 additional pupil places d. A feasibility study investigating the viability of the expansion of Claremont Primary School to provide 2 additional forms of entry (From 2FE to 4FE) e. Assurance through a "Watching Brief Role" for projects delivered directly by Academies or Diocese including i. Wren Academy ii. Pavilion Way iii. St Josephs iv. Blessed Dominic	Education	£1,105,361	£568,580

Project Title	Project Description	Service	Total Project Value	Billed to date
Hendon Cem & Crem	This project is to deliver the following • Installation of new mercury abated cremators • Works required to address problems with electricity and water services to the site • Works to address existing significant and immediate maintenance issues across the site that are defined within condition survey	Corporate	£61,132	£45,021
Parks and Street Cleansing Area Operations Bases (Satellite Depots)	Project Management of PSAO project to submit planning application for redevelopment of existing site at Copthall	StreetScene	£92,000	£77,573
Libraries Capital Programme	This Special Project proposal is for the development of a Libraries Capital Programme to effectively support the delivery of key library capital projects	Family services		£0
Pavilion Pupil Referral Unit (PRU): feasibility study	This special project request is to initiate a feasibility study to determine whether the current site of the Pavilion PRU can be developed to offer a viable solution for re-provision of the facility which meets the requirements of all key stakeholders and aligns with the desired future model for Alternative Provision.	Education	£82,224	£82,224
GIS Gap Analysis	commission from Capita a gap analysis of its GIS (Geographic Information Services) function, providing recommendations for the future direction of GIS for the Council	Corporate	£28,843	£0
Unified Reward Structure	This project is required as part of the workforce strategy and, in particular, the 'recognising and rewarding performance' strategic theme.	Corporate	£433,126	£200,255
Children's Transformation Phase 2	Reserved to reflect the 25% discount committed by Capita to Children's work packages	Family Service	£683,904	£507,841
Mobile working for Barnet Homes	Barnet Homes want to introduce First Touch mobility solution with a vision to implement hand-held technology to reduce inefficiencies and deliver faster service to customers. The solution of utilising our highly skilled mobile workforce using handheld PDAs is seen as the natural solution to all our customer service and productivity requirements	Barnet Homes	£139,147	£139,147
Benefits Cap Task Force	Co-location of Housing Benefit officers as part of the Benefits Cap Task force	Corporate	£132,157	£86,246
Schools Architects	Technical Team for 2015 Schools Construction Projects	Education	£1,258,136	£928,819

Project Title	Project Description	Service	Total Project Value	Billed to date
PSN Public Services	On the 27 October 2013, the London Borough of Barnet (LBB) received certification to join the Public Service Network (PSN) and transferred to this network on 16 December 2013. This certification is valid until 31 July 2014 with a requirement for a new Code of Connection application being submitted no later than 30 June 2014. The PSN security requirements are an increasing standard, with more controls being implemented and required each year, with an aim to bring the PSN connection and all those who utilise it in line the HMG Security Policy Framework (SPF) by 2016.	Corporate	£0	£0
Members IT Equipment post election	The local elections will take place on 22 May 2014. Following the elections, the Council wishes to issue Members with new IT equipment. It is important that Members can operate securely (in line with Council PSN requirements), yet flexibly and remotely using up to date, fit for purpose information technology.	Corporate	£233,554	£87,093
MRP Savings Project	Considerable MRP savings/reductions were identified and this project will focus on validating and delivering these savings by engaging the transferring Finance team, more extensive data and archive information.	Corporate	£200,000	£0
New Build Community Centre	New build Community Centre to replace the building that was at 116 Coppetts Road, London N10 1JS)	Education	£76,824	£76,824
eCAF	Completion of Low Level Design and Implementation of Technical Solution for the eCAF Project	Family services	£314,541	£207,540
Finance System for The Barnet Group	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.	Barnet Group	£234,231	£184,231
Additional HR Capacity	As part of meeting challenging MTFS savings targets for 2015/16, the four Council Delivery Units are forming formal transformation programmes, with projects in train or phased for delivery in the next 2 years. This is a significant challenge requiring fundamental changes to the operation of each Delivery Unit, including how the workforce is managed. This special project therefore sets out the requirement for a model of HR support over the next 6 months which provides senior managers with the skilled and effective resource with which to scope and deliver complex workforce change projects.	Corporate	£254,618	£0

Project Title	Project Description	Service	Total Project Value	Billed to date
Children's Service eFinance	This special project is required to deliver: • The implementation of a new ICS finance system • The migration of data from the Swift finance database • The training necessary for staff to use the system effectively • Plans for decommissioning of SWIFT within Children's Services • Decommissioning of SWIFT • The definition and documentation of the required support mechanisms for end users • The definition and documentation of the system administration mechanisms and procedures for making changes to the system • System administration support costing proposal (IS are currently support SWIFT) • The design and set-up all user accounts on the system	Family services	TBC	£22,500
Adults & Communities SWIFT Upgrade	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: • Deliver an agreed plan with costs to upgrade SWIFT (includes, hardware, operating system and application) to be approved and signed off by Barnet • Implement the project plan to meet agreed delivery milestones and implement a SWIFT Upgrade into the CAPITA Data Centre	Adults	£89,568	£89,568
Apprenticeships Scheme	Management of an apprenticeship scheme for all LBB DUs	Corporate	£10,000	£500
Adults & Communities Programmes	(was SPRR90&91) x	Adults	£804,934	£616,440

Project Title	Project Description	Service	Total Project Value	Billed to date
Wisdom Get Well	"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: • 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) • 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 • 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.	ICT	£14,996	£0
Leadership Development Programme	Following a significant period of organisational change within the council, the senior leadership team has recognised a need to realign and reinvigorate their efforts at an individual and team level in order to drive through the significant portfolio of transformation planned over the few years and ensure the continuing effectiveness of service delivery.	Corporate	£229,950	£229,950
Children's Tribal Phase 2	Implementation of Tribal system for Early Years• Identify Authentication options • Review vendors external access solution against standards • Review options against IT roadmap & strategy • Security review and approval • Creation of timescales and pricing for the design and delivery of the selected option Out of Scope • Implementation of an Authentication solution• Facilitation of installation of the new software modules onto existing Capita infrastructure • A proposal (WS2) detailing timescales and pricing for delivery of a Portal for access to the available Tribal functionality • A proposal detailing timescales and pricing to deliver a means of Authentication to manage security for external users requiring access to Tribal	Family Services	£142,087	£83,767
Early Years	Design phase for Early Years to reach FBC in Sept 2014	Family Services	£34,000	£23,500
Bank Services Procurements	Re-tendering of corporate bank contract and implementation of new banking arrangements, bank accounts processes and financial system interfaces implemented, to go live by 1st January 2014 .	Corporate	0	£0.00
SPA Project Management	Deployment of Project Management and Commercial Resource to facilitate delivery of Revised OBC for February 2015	Adults	£152,352	£88,872

Project Title	Project Description	Service	Total Project Value	Billed to date
Resource Pool	Resource management - Maintain an aggregated forward resource plan, allocate resources to work packages and projects, maintain a resource supply plan, manage the retained Resource pool size, performance manage the retained resource pool • Deliver Barnet-specific inductions, training and briefings	Corporate	£132,722	£89,625
Libraries ICT	The scope of the requirements contained within the SPIR is quite broad, and represents a desire to fundamentally review all areas of ICT provision in relation to the Libraries Service. Specifically mentioned in the SPIR as areas requiring attention are: • A review / replacement of NetLoan • Increasing capacity and functionality of Wi-Fi at all sites • Enabling the mobile library service to connect to the LMS • Refreshing all elements of the IS infrastructure that underpins Libraries service delivery (network, server, storage, end-user computing for both staff and public) • A review / replacement of Vubis, the current LMS	Family Services	£61,198	£61,198

Project Title	Project Description	Service	Total Project Value	Billed to date
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. While information is to be provided by the web we also wish to support the requirement to retain customers on the web by providing technology to prevent customers abandoning the web and contacting LBB by providing LBB front door with the technology to monitor customer activity and to intervene at this point. 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 (including financial modules and all interfaces documented as part of the IS Architecture design and technology procured (i.e. between Integra (finance), Call Confirm etc.) 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 new system should include disaster recovery; an ability (dependent upon the IS architecture to be agreed) to share data with third parties (including health). The de-commissioning of the current Swift system (Adults) and Supporting People module; which is required to release revenue funding. This should include planning and implementation of a data migration and archiving strategy.	Adults	TBC	TBC
Front Door Phase 2		Adults	£330,000	£0
Smarter Working Phase 2	Phase 2 to address additional work following completion of SPIR066	Corporate	£0	£0
Tribal 2 (Work stream 2)	Portal to access five new modules being absorbed into the existing Tribal application. Some of these new modules will enable the External users to access the system.	Family Services	£98,972	£0
Tribal 2 (Work stream 3)	Authentication of five new modules being absorbed into the existing Tribal application. Some of these new modules will enable the External users to access the system. In order to facilitate this access two factor authentication is required to meet PSN and Capita security standards	Family Services	£15,158	£0
Daws Lane	Feasibility Study for the refurbishment of 80 Dawes Lane to accommodate the Youth Offending Team	Education	£10,000	£0
Care Quality Project	Laptops & Software including Members and mobility needs	Adults	£12,000	£0

Project Title	Project Description	Service	Total Project Value	Billed to date
2014/15 School Modernisation Programme	Contract Project Manager (Matthew Kennington) after SCD	Education	£0	£0
StreetScene Transformation Programme (Phase 2)	A collection of projects to deliver benefits in four areas - Waste, Streets – Borough Cleansing, Transport and Mortuary Shared Service	StreetScene	£346,975	£104,577
Early Years Implementation	Agreement of Early Years Model and implementation of Early Years Project (Model Dependency)	Family Services		

Appendix 4 – Corporate Programme Resources

Project	Current Status	Role
A8: New build of CIL and Grahame Park Library	Approved	
Waste Phase 2	Approved	
Portfolio Architecture	Approved	
CCG Move	Approved	
Private Rented Scheme	Approved	
PSR Change Manager	Approved	
Libraries Strategy	Approved	
Portfolio Office Support	Approved	
Fostering Lead	Approved	
Adults in IT Interim Support	Approved	
Banking Services - scope & develop plan	Approved	
Project Manager for Early Years	Approved	
Children's Care	Approved	
Fire Risk Assessment	Approved	
PSR Change Mgmt Replacement	Approved	
Care Act Interim	Approved	
Adults Social Care PM	Approved	
Housing PM	Approved	