Customer Support Group (CSG) – Q1 2015/16

1. SUMMARY

1.1 DELIVERY UNIT DASHBOARD

Financial	
Projected year-end revenue budget variance	**Capital actual variance**
2,789	n/a

	Performance	Commissioning Intentions
Green rated	79% (15)	N/A
Green Amber rated	5% (1)	N/A
Red Amber rated	5% (1)	N/A
Red rated	11% (2)	N/A

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements

Statement of Accounts for the Council completed faster than last year

The CSG Finance service produced the Council's financial statements for the 2014/15 financial year and the first draft was completed by the middle of May 2015 which was over a week earlier than 2013/14. This was achievable through robust planning and ensuring the full engagement of other services in advance of the closure period, particularly Payroll, Pensions and Property Services. Following an internal review with the Council the accounts were signed and completed on time and passed to the external auditors and the Public Inspection commenced.

The auditors began their audit of the final accounts at the beginning June and their findings are due to be presented to the Audit Committee at their meeting in July 2015.

Top 3 Achievements

Council Tax cash collection £1.5m ahead of last year

The Council Tax collection rate has remained very close to that achieved in quarter 1 last year (0.06% down) despite Council Tax Support contributions increasing from 8.5% to 20% and the Council Tax property base growing from 143,350 to 144,518. This has led to an additional £1.49m being collected for the Council in quarter 1 compared with the same period last year.

Property Asset Management improved compliance controls
A system to store and manage all property related information (Integrated Property Assets Management) is now operational with latest compliance data populated and reports are available for Assets & Capital Board (A&CB) on the status of compliance. The reports provide Officers at the A&CB with updated compliance information for the Council's Commercial and Civic buildings, thereby reducing the risk of any non-compliance across the estate.

Key Escalations	Actions required
HR: As reported at previous Committees, issues were identified with the data quality and structures within the HR Core system The information was migrated from SAP to the new Core system, .and there have been issues with the data transferred from SAP in relation to roles, team structures and hierarchies which has had to be systematically verified and corrected. This means getting consistent and reliable Management Information for reporting, absence management and processing appraisals is challenging. A comprehensive improvement plan is in place and nearing completion. Although baselining the Establishment data has taken longer than anticipated, restructure support has been completed during this period. HR Service received a remedy notice linked to the above issue and also the level of provision of strategic advice, accuracy and timeliness of payroll data/processing and data quality controls.	Completed actions • Detailed analysis of appraisals and absence data, processes and historic data • Review sessions and collation of feedback of Council staff • Comprehensive review, validation and update of all Delivery Units staffing roles and hierarchies, this completed in early July. • Redesign of forms and templates for starters, movers and leavers to improve the controls around the signed-off establishment data Action in progress • System upgrade to v.21 to be reviewed and planned • Extended Service Improvement Plan addressing the additional elements raised in the remedy notice

Key Escalations	Actions required
Face to Face Whilst the initial wait time at Barnet House remains below the 5 minute target time it is recognised that there has been an increase seen in the initial wait time at Burnt Oak Library throughout the quarter. There isn't a secondary waiting time recorded at Burnt Oak Library so the increase in secondary waiting time is isolated to Barnet House.	Completed Actions: • Recruitment of a new manager and three temporary CSAs has been completed. Open Actions: • Review the signage at Burnt Oak to ensure that customers are directed to the correct queue. Update: Signs have been ordered and we are awaiting delivery. • The face to face transformation programme will deliver improvements in the customer journey and will introduce improved self service capabilities supported by an appointment based system for complex cases. It is envisaged that this programme will deliver improvements by the end of 2015. In light of the current issues and the increased waiting times on face to face this quarter, a formal action plan is being agreed with the Council.

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

Quarter 1 has been a successful period for CSG with overall operational performance being good. The focus in Q1 has been around the timely and accurate close down of the previous financial year and initiating the new year with a robust approach to support the Council in meeting its challenges for the year ahead.

However, there have been some pressures, particularly with the HR and Customer Services functions and the service provision in those areas, leading to Remedy Notices. These services have the main focus on performance with a Service Improvement Plan and new management increasing confidence in the level of support for the Council and accuracy of processes during the quarter.

The **Finance** service has focussed during the last quarter on closing the Council's accounts for the 2014/15 financial year as well as those for the Pension Fund. The accounts were produced within the timescales agreed with the auditors, Grant Thornton, and submitted for the beginning of their Audit at the beginning of June 2015. To date the audits have ran smoothly and will continue to take place up until the Audit Committee and Pension Fund Committee in July 2015. The Council's accounts were open to public inspection at the beginning of June 2015 and the service has dealt with the questions received from the public under the Audit Commission guidance as necessary. Following the publication of the Council's accounts a training session was provided to members of the Audit Committee to 'walk through' the draft financial statements.

The service has continued to focus to support delivery units and the new Commissioning Directors through the first quarter; this is in order to ensure that the financial forecasts being provided are robust and realistic. Where necessary financial modelling support has been provided to services to understand the impact of key decisions and ensuring there is a clear audit trail on benefits being delivered.

On the 1st April 2015 the service began to enforce the existing policy of 'No Purchase Order, No Pay' and this will begin to increase compliance with the Council's Financial Regulations and ensure a more effective process for companies supplying the Council with supplies and services. A number of invoices have been received from the 1st April 2015 from suppliers which didn't quote a purchase order however the number of non-compliant invoices has slowly reduced on a month to month basis.

The service completed on time the transfer of the Council's bank provider from the Co-Operative to the Royal Bank of Scotland and Natwest which was a significant achievement given the scale of the change required which impacted a number of systems, customers and officers within the Council. The transition between the banks was successful and was only achievable through the joint working of multiple teams both internally and externally to the Council to ensure continuity of service.

Revenues and Benefits: The three benefits KPI's have been met for the quarter and the outstanding work volumes are being monitored. The Council Tax four year collection is at 98.34% compared to 98.15% at June 2014. The in-year net collectable debit has increased by £5m for 2015-16 compared to 2014-15 due to the change to CTS and the growing Council Tax property base, as at June 2015 £1.49m more has been collected than at June 2014. The in-year collection rate is 30.15% down by 0.06% on June 2014.

The level of correspondence across Revenues and Benefits remains below the 2014-15 levels and we are working towards further reducing the levels of outstanding correspondence to improve the service delivery and enable increased prompt payment from

customers. There remain areas for further service improvement such as the housing benefits overpayments collection and further increases in the accuracy of housing benefits work.

Customer Services has continued to improve Customer Advocacy and Customer Satisfaction with 4 of the 5 KPIs having been achieved or exceeded over the quarter. Customer Satisfaction was at 73.3% for the quarter which is a 1.2% increase compared with the previous quarter, however, due to the 5% increase in the performance target this quarter it was the only KPI to not achieve the quarterly target of 75%. Section 4.3 below provides a greater breakdown of Customer Experience.

Whilst PI performance continues to be variable, and as a result a Notice to Remedy was served on the service referencing the Service Improvement Plan that was already in progress being completed in line with the timescales set-out. Improvement has been seen in most areas with the exception of face to face wait times, as outlined above a comprehensive action plan is being implemented to address this issue.

Take-up for the new resident facing My Account website has increased since go-live in March with 7,216 registered users by the end of June and 20,498 logins during June. The associated new public website usage has increased through the quarter by 18% to 232,367 website sessions during June. Further enhancements are scheduled through July and August.

The **HR service** has had a number of issues during the quarter; with a number of KPI and PI failures leading to a Notice to Remedy being served on the service. Several management changes have been made in the period including a new HR Director and HR Operations Director. The existing service improvement activities are being extended to cover a wider HR Service Improvement Plan, with a focus around HR Business Partners, payroll, establishment data and process improvements.

A Schools payroll Service Improvement Plan has been presented to the Council detailing actions to address payroll service accuracy and timeliness. The focus of the plan is around the introduction of a controls framework along with enhanced governance.

System developments for MyView and payroll reports continue and updates are provided to schools through newsletters and school representatives attending a payroll forum. Dates have been advertised for September offering further face to face training. Two schools left the service at the end of the 2014/5 traded services year.

The Health and Safety service has continued to perform well during the quarter, in addition to supporting the business there is a drive to deliver the Health and Safety module of the Management Academy to increase awareness across the Council's managers.

The **IS** service performed generally well against the performance indicators. There was a higher level of calls compared to the previous quarter with Incident Resolution averaging 94% for the quarter against a monthly 91% target and compared with 97% in the previous quarter.

The Critical System Availability failed its KPI in April (99.4% against a 99.5% target), this was primarily due to a major outage of the Electronic Document & Records Management platform. The root cause was identified and remediation has been completed, following this activity the KPI was passed in May and June.

Following a detailed work with representatives from across the Council and taking input from key LBB strategic documents, such as the Corporate Plan, the ICT Strategy has been presented to the Council Senior Officers, setting the future direction for ICT in Barnet and acting as an enabler for future Council change.

In addition during the quarter the service has made good progress with the Disaster Recovery infrastructure final configuration build in the secondary data centre.

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 £3.274m, against that savings of £3.59m are forecast to be delivered. There are 82 savings projects either completed or in progress.

This quarter there has been renewed focus on the Ecosystem approach and embedding the work that the Procurement team have been doing to support local business to ensure is better aligned to the wider council projects, such as Entrepreneurial Barnet.

Estates have continued the work on a number of projects in the quarter and operational performance has been good with all KPI's met in the period.

A system to store and manage all property related information (Integrated Property Assets Management) is now operational with latest compliance data populated and reports are available for Assets & Capital Board (A&CB) on the status of compliance. The reports provide Officers at the A&CB with updated compliance information for the Council's Commercial and Civic buildings, thereby reducing the risk of any non-compliance across the estate.

Community Assets Strategy (CAS) – The CAS sets the future direction for use of the Community Assets in the Borough, the draft CAS was approved by Assets Regeneration and Growth (ARG) committee on 1st June. There is a requirement to provide a

detailed implementation plan, underpinned with technical details, by September 2015 to finalise the strategy. Next steps will be to carry out an intensive engagement programme with existing leaseholders and undertake condition surveys on the 141 buildings in the portfolio. An on-line survey was also launched in June to gain general feedback from residents.

Pavillion Way – This is former sports pitch and the planning application for a temporary school on behalf of the DfE has been received by planning. Should this application be successful the temporary facility would enable an intake in September 2015. This will be followed by an application for a permanent facility enabling a two form entry. Papers were presented to Assets Regeneration & Growth Committee (ARG) on 1st June for appropriation of the site, grant of a tenancy at will and delegation of authority to grant a long lease of the site. The decision has been deferred to full Council which will delay the temporary building being available for the school to start in September 2015. We are working with the Council to assess what other options are available.

Schools Modernisation Programme 2015/16 – Work is progressing on all aspects of this project across 10 schools in Barnet. Two electrical rewires are out to tender and the designs on four new plant rooms are progressing. With regards to the building fabric related work the kitchen refurbishments are being designed and arrangements for bulge classes are being procured.

Traded Services – Cyclical Maintenance: As a result of the letters sent to all Authority schools offering to provide (or extend) the annual compliance and cyclical maintenance service that the Building Services Team is able to provide for the coming Financial Year 2015/16. To date a total of 21 schools have accepted the offer.

Energy Management - work continues on the second phase of the energy saving measures for Civic Estate which is focussed on the road-map actions outlined within the Energy Consumption Savings Report.

Carbon Reduction Commitment Energy Efficiency Scheme (CRCEES) – The Council is a mandatory participant under the scheme, which requires the purchase and surrender of carbon allowances to cover its CO_2 emissions from its electricity and gas usage. The CRC audit has been completed and the Building Services Team is currently awaiting the audit findings to be made available.

London Academy – this relates to a new Primary school being built on the additional land available on the existing Secondary school building, positive progress has been made at the London Academy in recent weeks, with a design and cost plan agreed with the Contractor. The Development Agreement has been signed and allowed enabling works to begin on site.

1.4 ASSESSMENT OF SUPER KPIS

Super KPI's have varying measurement periods, **Compliance with Council Policy** is assessed every quarter and this Super KPI met the target during the quarter.

Regarding compliance with Council Policy for Quarter 4 a number of data breaches were still being investigated at the date of the last report. Previously the Council was reporting an average of 4 breaches per quarter across the CSG services and on this occasion 6 were reported after information was sent to the wrong customer. Incident reports were completed for each and the breaches were considered low risk as the incident was limited in terms of effected people. The recommendations following the investigation have been communicated to all CSG staff and additional controls have been implemented.

No other Super KPI's are to be assessed this quarter.

1.5 SERVICE CREDITS PAYABLE IN PERIOD

Period	KPI	Performance Level v Target	Service Credit Applied (£'s)
Q4 14/15	Super KPI 36 – Compliance with Authority Policy	In Q4 it was reported that one potential data breach was still being investigated The final performance was 6 data breaches	£56,131
Q1 (Apr) – 15/16	IS13 – Critical System Availability	99.4% availability vs. 99.5% target	£3,027
Q1 (May) – 15/16	HR016 - DBS Verification Audits	99.4% achieved v's 100% target	£2,137
Q1 (May) – 15/16	HR017a– Payroll Accuracy - error rates	0.59% error rate vs 0.15% target	£4,127
Q1 (June) –15/16	HR017a– Payroll Accuracy - error rates	8.99% error rate vs 0.15% target	£4,127

Period	KPI	Performance Level v Target	Service Credit Applied (£'s)
Q1 -15/16	HR018 – Absence and Intervention *	Fail	£28, 850
Total Service Credits in Period			**£98,399**

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

2. CONTRACT REPORTING
2.1 Overview of performance against Contract

	RAG ratings				Improving or the same	Worsening	No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red			
Strategic	1	0	0	0	0	0	1
Critical	14	1	1	2	6	5	18
Overall	**79% (15)**	**5% (1)**	**5% (1)**	**11% (2)**	**37% (7)**	**26% (5)**	**19**

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

Ref	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Type of indicator	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	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*
KPI CSO10a	GovMetric Customer Services	Critical	Apr-June 2015	72.0%	75.0%	20935/28575	73.3%	2.3%	Improving	
KPI HR16	CRB Verification Adults	Critical	Apr-June 2015	100.0%	100.0%	491/492	99.8%	0.2%	Worsening	
KPI HR17a	Payroll Accuracy - Payroll Error Rates	Critical	Apr-June 2015	0.0%	0.2%	809/23594	3.4%	2185.9%	Worsening	
KPI HR18	Absence projects and interventions	Critical	Apr-June 2015	Fail	Pass	N/A	Fail	N/A	Same	

*Explanations detailed above at Key escalations/actions required.

2.3 Interventions & Escalations

KPI NO and title	Comments and Proposed Intervention
HR017a– Payroll Accuracy - error rates	**Intervention Level 2 - Operational improvement plan within Delivery Unit** During the quarter payroll errors were experienced with 45 reported in May and 755 in June. The majority of these errors are historical and as a result of the Schools Service Improvement Plan identifying issues. For example 321 of the errors relate to banding errors with the Teachers Pension Scheme, these errors have been corrected going forward and accounted for with under payments agreed to be paid by CSG. Also the process for leaver management within the Council has been re-published to ensure that changes are processed in a timely manner.

KPI NO and title	Comments and Proposed Intervention
HR018 – Absence and Intervention	**Intervention Level 2 - Operational improvement plan within Delivery Unit** The KPI in relation to Absence & intervention management requires CSG to conduct a number of agreed interventions quarterly to ensure good management of sickness absence, interventions in cases where there is prolonged absence and improvements in ways of working, including speed of referrals and support back to work. Whilst the case work and support to managers has been good, the quality of management information and reporting is subject to activities to improve and we have not been able within the last quarter to provide timely and accurate sickness absence insight that informs the additional work required in the quarter. CSG has been focussing on data improvements to establishment reporting and associate reports. However, the KPI is based on a Pass/Fail basis and in the last quarter the absence of accurate data reporting has resulted in a fail for the KPI. As the Establishment data has now been baselined across the Council this should address the main problem leading to a failure in this KPI.

PI NO and title	Comments and Proposed Intervention
CS PI 1a Face to face initial wait time and CS PI 1b Face to face secondary wait time	**Intervention Level 2 - Operational improvement plan within Delivery Unit** **Actions and comments** Both Initial and Secondary wait times continued to increase during the quarter with Initial wait time reaching 10 minutes in June against a 5 minute target and Secondary wait time at 22 minutes against a 10 minute target. This is attributable to short term resource shortfalls caused by a combination of leavers and long term absence. Interviews for a new manager have been completed and the successful candidate will join the organisation on 17th August. In the interim an experienced Advisor is providing day to day management cover and they are being supported by an experienced operations manager who has provided management support for this service in the past. In addition we have seen one of our long term absentee's return to work in early July.

Improving the staffing shortfall and appointing a full time manager has been a priority during June 2015 to ensure wait times are reduced. A broader recovery plan is being developed that will focus on improving performance against the target service levels and the customer journey for both sites.

However, despite the current construction work that is taking place at Barnet House the initial wait times have not increased. This work started on 23rd June 2015 so the full impact may not be seen in the performance figures until July 2015. To reduce the impact on the customer journey customers are greeted by a Customer Service Advisor who is directing them to our temporary initial wait area on the 2nd Floor.

3. RESOURCES AND VALUE FOR MONEY
3.1 Contract price

Description	Variations				Comments	% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q1 Forecast £000	Variation £000		
CSG	20,822	20,954	23,743	2,789	The CSG £2,598m overspend, comprises of £527k from an anticipated unachievable income, due to the demand for schools services decreasing. A net £852k overspend on the Estates Services, for spend to non-civic buildings, which is unbudgeted for. And an overspend of 1.219m over on the management fee, resulting from on-going true-up costs and one off indexation charges.	13.3%
Total	20,822	20,954	23,743	2,789		13.3%

3.2 Capital
N/A

3.3 Contract Changes in Period

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

Cumulative Contract Change Summary

Change Raised by	Status	Number of Changes	Summary Financial Impact (£s)
Authority	Agreed	9	627,547
	Cancelled	2	
	Pending	1	
Sub Total		**12**	
Service Provider	Agreed	23	(934,604)
	Cancelled	3	
	Pending	28	243,104
Sub Total		**54**	
Total		**66**	**(63,953)**

4. OVERVIEW OF DELIVERY UNIT

4.1 Managing the Business

This quarter saw CSG services meeting or exceeding most targets, with four of the five KPI failures this quarter related to HR which is the subject of a broad Service Improvement Plan.

Finance

The Finance service has maintained its performance over the last quarter, delivering all its KPI and PI commitments assessed in the period.

The service is currently working with the Revenue and Benefits service to consider how it can improve further on its direct debit income collection rates during 2015/16 and to review the Council's Debt Management Strategy for consideration later on in the year. This should see an increase in overall collection rates for the sundry debt function while offering a more timely and efficient service.

To further support the improvement in KPI and PI performance the service is undertaking a financial improvement programme over the next 5-6 months with the focus on improving budget holder accountability, the creation of the business partner function from a traditional accountancy function, ensuring investment in new ICT systems has been exploited and driving improvements in monthly procedures. All streams are interrelated and will be underpinned by a communication and engagement programme and should see an improvement in service provision.

Revenues and Benefits

The three benefits KPI's have been meet for the quarter with new claims (R&B KPI 08) achieving 7.3 days against the 9 day target, Benefits accuracy (R&B KP109a) of 95.37% and speed of processing changes in circumstances (R&B KPI 09) at 4.38 days against the 6 day target. This continues the good progress made last quarter by the Revenues and Benefits service, maintaining the improvements made when compared to the previous year.

The reduction in outstanding benefits correspondence compared to quarter 1 2014 alongside actioning the RTI files from the DWP in a timely fashion have assisted in reducing the level of LA Error and Admin Delay from 0.21% in Q 1 2014 to 0.14% in Q1 2015

Direct Debit take up is at 62.44% which is the highest level we achieved since the start of contract. The promotion of direct debit through the contact centre and the entry into the London Direct Campaign has contributed to this level being achieved. The aim now is to push for further increased take up driven by an Insight led approach.

Customer Services

As outlined in the last CSG quarterly performance report, Customer Services have introduced new KPIs in year two. These focus on the service acting as an advocate for the customer and owning the issues particularly for vulnerable customers, this quarter continues with the phased introduction of the KPI elements. Whilst PI performance in general is improving frustration at the pace of change led to the service being issued with a Remedy Notice being served.

During the quarter the service has achieved 4 of the 5 KPI's:

- CSO KPI 10 - Customer Satisfaction: achieved a quarterly outturn of 73.3% slightly missing the increased target of 75% - Following consistent performance over recent months we have seen an increase in telephony satisfaction with a score of 91.7% in June 2015 with an overall quarterly performance of 91.0% which is consistent with Q4 of last year. Email satisfaction has decreased since the previous quarter. However, due to the ongoing action plan performance has increased throughout the quarter and by June 2015 performance had improved by 7.3% compared to April 2015. Actions to improve performance are ongoing and we are continuing to review progress on a weekly basis.

- CSO KPI 11 – Single Agent Resolution (SAR): The target for Single Agent Resolution for the quarter was to increase by 9 classifications to achieve the KPI, which was achieved. This means there are 9 different interaction types that have been transformed so they can be resolved by the agent on the call. This involved process change, training for agents, script updates and considerable system configuration to ensure the identified classifications were converted and that ultimately the Customer experience improves.

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

- CSO KPI 13a Customer Advocacy (SLA performance): exceeded the 80% target for the quarter with 98.0% of cases closed by Customer Services, where they own the end to end process, within service level targets.

- CSO KPI 13b Customer Advocacy (CAS SLA performance): was exceeded as 100% of the cases where it was identified that the customer required additional support were closed within service level targets.

Key Customer Services Performance Indicator performance:

CS 1a Face to Face Initial Wait Times and CS 1b Face to Face - Average Secondary Wait Time: We continued to see an increase in initial and secondary wait times during June 2015 leading to PI failures. As with the previous month this is attributable to short term resource shortfalls caused by a combination of leavers and long term absence. Interviews for a new manager have been completed and the successful candidate will join the organisation on 17th August. In the interim an experienced Advisor is providing day to day management cover and they are being supported by an experienced operations manager who has provided management support for this service in the past. In addition we have seen one of our long term absentee's return to work in early July.

Improving the staffing shortfall and appointing a full time manager has been a priority during June 2015 to ensure wait times are reduced. A broader recovery plan is being developed that will focus on improving performance against the target service levels and the customer journey for both sites.

However, despite the current construction work that is taking place at Barnet House the initial wait times have not increased. This work started on 23rd June 2015 so the full impact may not be seen in the performance figures until July 2015. To reduce the impact on the customer journey customers are greeted by a Customer Service Advisor who is directing them to our temporary initial wait area on the 2nd Floor.

CS PI 3 – emails and webforms responded to within 5 days: Performance this quarter shows improvement when compared to the previous quarter, although the 90% target was missed by 2.1% over the quarter. In May 2015 the monthly target was exceeded and performance throughout the quarter is consistently higher than the last two months of the previous quarter. The improvement in performance is attributed to an increased focus on the daily reports by the management team.

CS PI 5 – Members Enquiries (Target 95%): Performance on a monthly basis has been variable and there is a level of inconsistency with the quality of service provided. While average over the quarter the target was achieved, an action plan has been produced and progress is reviewed on a weekly basis to address the inconsistency. Since the implementation of the action plan a new internal escalation process has been implemented, additional monitoring is being undertaken and we will be introducing an improved process for Councillors and Council Officers to escalate outstanding cases that have not been resolved to their satisfaction within the targeted timescales.

CS PI 6 – Telephony (80/20) (target 80%): Performance has increased since the previous quarter 81.6% of calls were answered in SLA which is an increase of 3.0% since last quarter, ahead of the 80% target. Improvement this quarter is the result of better

service levels in the three services where we receive the highest call volumes; Switchboard, Housing Benefits and Council Tax. This service level has been replaced by the Single Agent Resolution KPI and is now a PI.

HR Service

The **HR service** has had a number of issues during the quarter, a number of KPI and PI failures; these resulted in a Remedy Notice being served.   The KPI failures mainly relate to the establishment data baselining along with payroll issues. These are both part of the Service Improvement Plan referenced above.

As outlined in the escalations section there have been delays in finalising the baseline HR establishment data in the Core HR system, although good progress has been made. This has also been impacted by a number of Council restructures which were completed during the quarter and all data updated with the HR system.

There were issues at the start of the quarter with annual leave balances for the new leave which were quickly addressed. Furthermore a number of challenges have arisen with the Personal Development Plans (PDP) both in setting objectives for the 15/16 period as well a closing off previous years PDP's. Most of the issues have now been fixed, the remaining issues to be addressed by the end of July. Once complete the PDP functionality will be re-launched.

The **H&S** team have not been meeting several of the PIs around assisting the council to reduce accident/incident reporting including verbal abuse, this is primarily due to significant changes in the Council coupled with the introduction of new systems. The team are working with SRO to address these issues.

This quarter has seen the **Occupational Health** service settle following the transitional phase in the previous quarter. The focus has been on driving service enhancements, based on the commitments made in the annual review. The progress made during this quarter is summarised below:
- Introduce Customer Satisfaction Surveys to capture feedback and help inform future service needs – paper based feedback forms are now available in all Medigold clinics.
- Explore the Absence Manager proposition to reduce direct and indirect unplanned absence costs, an exercise reviewing the cost benefit analysis and associated business case are underway.
- Deliver two wellbeing days in conjunction with Public Health – The first wellbeing day took place on 24th June 2015.

IS Service

With the exception of the Critical System Availability KPI failure in April due to issues with the Electronic Document & Records Management platform, which are now addressed, the other KPI's were all met in the period.

There has been a high level of project activity over the quarter, including:

- The Library desktop devices used for public access have been fully refreshed across the Library estate; this has been a material issue for residents and should greatly improve their experience in Libraries. Additionally the Netloan on-line booking system in Libraries has been upgraded; further network enhancements are to follow next quarter.

- The IT restructuring to support the imminent moves out of NLBP4 into NLBP 2 and Barnet House

- Implementation of a replacement Adult case management platform, which once complete will provide a greater support to the LBB Adults team

- The refresh of the Citrix environment is almost complete with all standard users working from the new environment. Historically this has been a major source of frustration among Council Citrix users; the refresh provides a new modern environment for users.

Procurement Service

All 3 KPI's have been on or above the target performance consistently. The procurement guarantees to the council for the end of contract year 2 (September 2015) is £3.274m, against that savings of £3.59m are forecast to be delivered.

Other activities include:
- Council Procurement Rules (CPRs) have been aligned to the new EU regulations and approved by the Constitution, Ethics and Probity Committee. Training has been held with LBB staff of the new CPRs, Governance process and changes to the EU regulations.

- The Forward Plan timetable has been agreed, covering the expected set of activities the Council will require procurement support for in the coming financial year. This is a key activity in the year and requires a long lead time, hence the work to gather likely projects will start in the autumn for publication in early 2016. This timetable has been communicated to all delivery units to allow them time to prepare.
- Further enhancements of the Integra Purchase to Pay system have been initiated by Finance. These enhancements will allow the elimination of paper based authorisation for new vendors and contracts, which will in turn, reduce timeframes for set up of new suppliers and payments to those suppliers. These e-forms are due to go live August 2015 and will lead to a reduced administration burden for Council employees.
- The Procurement team have developed Benefits Realisation guidance and training for LBB Contract Managers. The training will be rolled out during July, and will seek to improve the commercial skills of Council contract managers to ensure the Council continues to achieve value for money within third party contract life cycle. This was a recommendation of the last internal audit of the Council contract management process.
- A large scale procurement tender process is in the early stages of commencement for the design and build for two new leisure centres as part of the Sports and Physical Activity Contract

Estates

The KPIs for the service have been met throughout the quarter. Moving forward the systems improvements already referenced will be of significant benefit to reduce compliance risks for the Council.

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

5. Risk Overview

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

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

Risk Commentary for Delivery Unit:

[Insert commentary for service risks here that covers the following points
- *clarify whether these risks are long term or short term risks, i.e. whether you expect that the risk profile will change*
- *where current risk ratings do not align with target risk assessments and you have a risk status as 'treat' a confirmation that the action you have chosen to mitigate these risks is appropriate*
- *If risks are viewed as significant and likely to affect achievement of the Council's strategic objectives commentary as to whether they should be escalated for monitoring at a corporate level*

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

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
COMNS0020 - As a result of inadequate training for school heads and business managers in managing health and safety compliance in premises, there is a risk that community schools do not maintain buildings in line with regulations leading to Council being fined or charged.	Major 4	Possible 3	High 12	Estates are consulting with the Council's Health & Safety officer to develop a strategy to address the issues raised by the HSE 07-Jul14: H&S policy updates to be targeted at schools guidance as a priority H&S running training and awareness courses and e-learning for schools Q4 update:

1. Further asbestos training is planned to be rolled out during | Treat | Quarterly | Major 4 | Unlikely 2 | Medium/ High 8 |

Q1 and Q2 15-16

2. CSG Estates have produced a draft asbestos management plan; to be discussed and agreed (timing TBC)

3. Still awaiting clarity and agreement on duty holder responsibilities for non-civic estate between Council and Capita Close monitoring will continue to ensure that the planned activities are completed on time, which will reduce the risk rating to the target assessment rating

Q1 2015-16:
1. Further asbestos training for additional staff (who did not attend the training that was carried out during 2014-15) now expected to start in Q4

2. CSG Estates asbestos management plan has been agreed and SPIR submitted

3. Still awaiting clarity and agreement on duty holder responsibilities for non-civic estate between Council and Capita. Close monitoring will continue to ensure that the planned activities are completed on time, which will reduce the risk rating to the target assessment rating

6. Customer Experience

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

GovMetric Feedback volumes and performance scores by Channel

Quarter by Channel	Good	Average	Poor	Totals
F2F, Service				
Number of respondents	3,513	465	484	4,462
Percentage of respondents	79%	10%	11%	
Telephone, Service				
Number of respondents	13,433	1,020	304	14,757
Percentage of respondents	91%	7%	2%	
Web, Service				
Number of respondents	3,793	998	4,149	8,940
Percentage of respondents	42%	11%	46%	
Email, Service				
Number of respondents	196	72	148	416
Percentage of respondents	47%	17%	36%	
Total:				
Number of respondents	20,935	2,555	5,085	28,575
Percentage of respondents	73%	9%	18%	

Monthly breakdown and overall quarterly GovMetric performance by Channel

All channels	Phone	Email	Web	F2F	Total
April	90.6%	42.7%	45.2%	80.8%	74.5%
May	90.7%	47.8%	39.1%	77.1%	71.5%
June	91.7%	50.0%	43.0%	78.1%	73.7%
Full Quarter	**91.0%**	**47.1%**	**42.4%**	**78.7%**	**73.3%**

Commentary

Overall
It is recognised that despite performance improvement across all channels in June 2015 compared with May, the 75% target for the quarter wasn't achieved. Whilst the deficit of 1.7% is small, actions to improve performance are ongoing and we are continuing to review progress on a weekly basis. To understand the improvement in performance and the development areas a commentary for each channel is included below.

Face to face
The GovMetric channel satisfaction index results for May 2015 rated Barnet face to face satisfaction as 10th overall when compared with other Council's assessed by GovMetric. This continued success means that Barnet has been in the top 10 on 7 occasions since July 2014. Daily management reports now track performance against the channel satisfaction index, to focus improved satisfaction across all channels.

Face to face satisfaction continues to exceed the 75% target, maintaining the 79% satisfaction from the previous quarter, this is despite the increased wait times and the ongoing building work at Barnet House. Analysis of feedback shows that customers are generally happy with the service however there has been a small amount of negative feedback in relation to waiting times and the ongoing building work.

Web
The quarterly performance for the web was 42.4% which was an improvement from the previous quarterly score of 36.9%. This quarter a process has been introduced which focuses on the top 10 pages that contribute to poor scores each month. The CDT team monitor the poor scores daily so we can escalate issues for resolution as soon as possible. The majority of issues that

contribute to the poor scores relate to Web functionality (broken forms/search) or content; reported issues are tracked and if they are not resolved promptly these are escalated.

Whilst the Web GovMetric score is typically the lowest across all channels for every organisation, once this process has been embedded it is anticipated this will drive an improvement to the score.

Telephone
Following consistent performance over recent months we have seen an increase in telephony satisfaction with a score of 91.7% in June 2015 with an overall quarterly performance of 91.0% which has been maintained in line with the previous quarter.

We are implementing agent codes which will allow us to identify any poor satisfaction scores, linking them back to the individual who handled the call, by listening to the call recording and understanding the root cause of the poor feedback and addressing the issues directly. This additional level of information will allow us to implement a risk based monitoring strategy to further improve quality, where calls rated as poor are monitored as a priority and individuals with a high percentage of poor scores have a high volume of calls monitored compared to agents whose average rating is good.

Email
Email satisfaction has decreased since the previous quarter from 52% to 47%. However, due to the ongoing action plan performance has increased throughout the quarter and by June 2015 performance had improved by 7.3% compared to April 2015.

The volumes increased through the quarter and whilst still down compared with the previous quarter, the increase in responses through the period is attributed to a system improvement which was implemented on 18th June 2015. The implementation of this system allows the iconic GovMetric logo to appear as the link to the survey in emails from the CRM service increasing customer engagement.

It is recognised that email performance remains below the overall target of 75% and remains a focus area for improvement. New templates covering standard responses to frequent questions have been implemented for the majority of services, their effectiveness continues to be reviewed through the quality monitoring and we are implementing a process to highlight the need for and generating new templates.

The quality team are continuing to monitor outgoing emails with a particular focus on issue resolution and whether or not the GovMetric satisfaction link has been included. Where an error is identified feedback is delivered to the Advisor immediately and the necessary action is taken to address this.

Appendix A – Key Performance Indicators

Performance indicators which have met or exceeded their target.

[LBB to add once CSG table in KPI model checked by Performance Team]

Ref	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Type of indicator	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	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*
KPI CSO11 (Strategic)	Single Agent Resolution Classifications	Strategic	Apr-June 2015	New	16.5%	358/2170	16.5%	0.0%		
KPI RB08	Benefits claims processing - new claims	Critical	Apr-June 2015	8	9	21568/2953	7	18.8%	Improving	
KPI RB09	Benefits claims processing - changes in circumstances	Critical	Apr-June 2015	3	6	214565/48937	4	26.9%	Worsening	
KPI RB09a	Accuracy of benefit assessments	Critical	Apr-June 2015	95.1%	94.0%	1772/1858	95.4%	1.5%	Improving	
KPI CS012	Customers needing additional support	Critical	Apr-June 2015	3.30	1.50	18/5	3.60	140.0%	Improving	

Ref	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Type of indicator	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	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*
KPI CS013a	Meeting SLA Customer Services (Parking and Assisted Travel Only)	Critical	Apr-June 2015	91.7%	85.0%	1310/1337	98.0%	15.3%	Improving	
KPI CS013b	CAS SLA no worse than SLA (Parking and Assisted Travel Only)	Critical	Apr-June 2015	3	1	6/6	1	25.0%	Worsening	
KPI IS14	Incident Resolution	Critical	Apr-June 2015	New	91.0%	5800/6140	94.5%	3.8%		
KPI IS15	Critical System Availability	Critical	Apr-June 2015	99.7%	99.5%	4253.51/4270	99.6%	0.1%	Worsening	
KPI HR17b	Payroll Accuracy - Correct pay Dates	Critical	Apr-June 2015	100.0%	100.0%	23594/23594	100.0%	0.0%	Same	
KPI PR20a	Contract compliance - new contracts over £25k	Critical	Apr-June 2015	100.0%	100.0%	406917701/406917701	100.0%	0.0%	Same	
KPI PR20b	Contract compliance - legacy contracts over	Critical	Apr-June 2015	99.8%	98.9%	1896821384/1900476839	99.8%	0.9%	Improving	

Ref	Indicator description *Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan*	Type of indicator	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	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*
	£25k									
KPI PR21	Effective Contract Management - complex legacy contracts CPRs	Critical	Apr-June 2015	n/a	60.0%	N/A	Pass	N/A		
KPI ES25	Facilities Management Incident Resolution	Critical	Apr-June 2015	100.0%	100.0%	236/236	100.0%	0.0%	Same	
Super KPI36	Compliance with Authority Policy	Critical	Apr-June 2015	Fail	Pass	N/A	Pass	N/A	Improving	

Appendix B – Contract Variations

New Change Requests for the period are shown below.

Reference	Title	Description	Change Raised by	Status at 31-Mar-15	Financial Impact	Service Impacted
CR030	Amendment to Schedule 39 Approved Sub contractors	CR to add the sub contracted used by CSG and formally approved by LBB in line with the contract in relation to Data Protection and the required flow downs	Service Provider	Pending	-	Various
CR031	Face to Face Services Commitment amendments	aligned to Commitments T1-10 (My Account) and T3-35 (Channel Shift) as a key enabler to transform the customer experience	Service Provider	Pending	-	Various
CR032	Access Strategy Commitments amendments	Amendment to revise the commitment into Customer access strategy parts 1 (Delivered) and 2 (Submitted)	Service Provider	Pending	-	Various
CR033	Single View of the 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 to the Council in line with all other managed budgets	Service Provider	Approved	£(6,514,000)	Estates
CR045	Amendments to Transformation Commitments (4)	Amendment to IT commitment for the dates for staff training & change from the IT ITIL standards to ISO standards as agreed with the Council	Service Provider	Pending	-	IS
CR046	Amendment to CS commitments to align to Gateway Project dates	Amendments to Commitments T3-35, T3-34, T1-008,	Service Provider	Pending	-	IS
CR047	Change Support with	Enhancing capability of the Corporate	Service Provider	Approved	£ 143,396	All

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

Reference	Title	Description	Change Raised by	Status at 31-Mar-15	Financial Impact	Service Impacted
CR054	Redundancy Reallocation	This change will allow for a further release of some of the contracted redundancy provision following the completion of the CSG initial consultation following transformation. This will allow the Council to use the funding to address lower income levels that expected.	Service Provider	Pending	-	
CR055	Estates - Extension of Commitment T2 – 037, Locality Strategy	This request is for the change in delivery date of the commitment T2-037 (Locality Strategy) to enable further objectives to be achieved. The decision has been made to extend the delivery date from 1st March 2015 to 30th June 2015.	Service Provider	Approved	-	
CR056	CSG invoicing dates	Amendment to invoicing date for the periodic service charge - no change in payment date, terms or amounts.	Authority	Approved	-	ALL Services
CR057	Occupancy and Utilisation KPI Est 28	Revise the names for the persons responsible on KPI 28 following personnel change. The person responsible for data collection Interim Head of Estates – Paul Gatrill. This is to be changed Head of Estates – Russell Westlake. Change in data provider from Richard Spencer – Building Services Manager to Andrew Lumsden – Head of Building Services	Authority	Pending	-	Estates
CR058	Customer Services - Hendon Town Hall Reception	Additional reception services to be provided by CSG staff over contract term. Therefore additional staff have been employed specifically for the required roles – budget to be transferred from Adults to cover following transfer of registrars to Brent	Service Provider	Pending	£ 243,104.00	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	Approved	£ 9,704,000	All services

Reference	Title	Description	Change Raised by	Status at 31-Mar-15	Financial Impact	Service Impacted
CR061	Estates - Extension of Commitment T3–131 Stakeholder engagement with Barnet's public / 3rd sector	Change in delivery date of the commitment T3-131 (Stakeholder Engagement) to enable further objectives to be achieved. Delivery date is to be amended from 31st March 2015 to 1st July 2015.	Service Provider	Approved	-	Estates
CR062	Social Care Direct Care Act staffing	Expansion of SCD to accommodate Care Act assessments and additional demand and enquiries	Service Provider	Pending	£ tbc	Customer Services
CR063	Revised IS Transformation Commitment Dates	Change in Service Provider Commitment and Timescales Dates	Service Provider	Approved	-	IS
CR064	Library Services (transfer of IS role to Council)	Formally acknowledge a transfer of monies and a role back and ongoing to Library Services	Service Provider	Approved	£(285,000)	IS
CR065	Authority Redundancy Provision Refund Reallocation	To reallocate monies (£1M in total) that are no longer required for Authority Redundancy Provision Refund, back to LBB to fund other activities.	Authority	Approved	-	All
CR066	Repayment of Barnet House Refurbishment Monies to the Authority	Amend of funding provisions for undertaking refurbishment works at Barnet House. The parties have agreed that the Authority will now directly fund this project and all monies paid to Capita for it to undertake this project will be refunded to the Council. Capita will no longer have any responsibility for or Commitments in regards to refurbishment.	Authority	Pending	-	Estates

Appendix C – Corporate Programmes Projects

Project Title	Project Description (include the products and deliverables of the project)	Service	Total Package Value	Billed to date
Members pilot for using controlled iPad's with Mobile Iron	Members pilot for using controlled iPad's with Mobile Iron	ICT	£28,894	£28,894
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	£125,517
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	£319,302
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	£238,140

Project Title	Project Description (include the products and deliverables of the project)	Service	Total Package Value	Billed to date
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	£1,275,823	£1,139,382
Hendon Cem & Crem	This project is to deliver the following • Installation of new mercury abated cremators • Works required to address problems with electricity and water services to the site • Works to address existing significant and immediate maintenance issues across the site that are defined within condition survey	Corporate	£61,132.20	£61,132
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	£92,000	£83,541
Unified Reward Structure	This project is required as part of the workforce strategy and, in particular, the 'recognising and rewarding performance' strategic theme.	Corporate	£446,524	£358,999
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	£364,607	£364,607
Schools Architects	Technical Team for 2015 Schools Construction Projects	Education	£1,275,823	£1,130,352
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	£27,887	£27,887

Project Title	Project Description (include the products and deliverables of the project)	Service	Total Package Value	Billed to date
eCAF	Completion of Low Level Design and Implementation of Technical Solution for the eCAF Project	Family Services	£439,724	£359,383
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.	ICT	£283,613	£283,613
Apprenticeship Scheme	Management of an apprenticeship scheme for all LBB DUs	HR	£1,500	£1,500
IS Workpackages	This SPIR will cover outstanding backlog of IS work packages and service requests for May YTD. Full audit trail is included within the supporting documentation; please see appendix. This includes details such as call request numbers and requestors and Barnet cost centres. These works have been carried out by Capita in good faith since the go live date of 1st September 2013.	All	00	£415,910
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.	HR	£247,125	£247,125
Childrens Tribal Phase 2	Implementation of Tribal system for Early Years • Identify Authentication options • Review vendors external access solution against standards • Review options against IT roadmap & strategy • Security review and approval • Creation of timescales and pricing for the design and delivery of the selected option Out of Scope • Implementation of an Authentication solution• Facilitation of installation of the new software modules onto existing Capita infrastructure • A proposal (WS2) detailing timescales and pricing for delivery of a Portal for access to the available Tribal functionality • A proposal detailing timescales and pricing to deliver a means of Authentication to manage security for external users requiring access to Tribal	Family Services	£187,613	£187,613

Project Title	Project Description (include the products and deliverables of the project)	Service	Total Package 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	£132,722
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.	ICT	£1,782,108	£1,162,230
Front Door Phase 2	Implementation of the agreed elements of the Front Door OBC	Adults	£280,000	£280,000
Care Quality Project	Laptops & Software including Members and mobility needs	ICT	£12,000	£12,000
Information Audit	Project Management and InfoSec staff for Emergency Project - an information audit of council information looking at unstructured electronic data (shared drives) and business systems (for example ICS or iCasework).	ICT	£50,295	£50,295
2014/15 Schools Modernisation Prog		Education	£332,008	£332,008
Adult Mental health ethnographic insight	The aim is to establish how well the mental health service is supporting adults with mental health issues, collecting a rich insight into their experience of the system. The project should develop an understanding of how well the service supports adults to improve their independence, live as part of mainstream society and live a fulfilling life.	Adults	£84,332	£0

Project Title	Project Description (include the products and deliverables of the project)	Service	Total Package Value	Billed to date
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	£483,905	£447,297
Blessed Dominics and St James' Schools (Colindale/Grahame Park Schools Construction)	Rebuild of Blessed Dominic School and expansion of St James Secondary	Education	£132,560	£66,100
Early Years Implementation	Agreement of Early Years Model and implementation of Early Years Project (Model Dependency)	Education	£182,424	£182,424
End Point Refresh	The Council wish to move to a new end user device mix compared with the contract to meet their future needs and enable further benefits from a greater level of mobile working and user work patterns.	ICT	£997,476	£0
OPE Project Management	The Council, supported by Capita, was successful in bidding to become a member of the One Public Estates (OPE) Central Government programme. This now requires a Programme Manager and a Technical Consultant to take this forward. Capita's Estates Team has therefore been asked to plan, programme and deliver the Authority's One Public Estates (OPE) Programme through a separate commission (this is not part of the core contract between Capita and the Authority).	Estates	£32,940	£15,120
Programme Services	Provision of long term cost effective Project and Programme Management Resources	Corporate	£256,288	£256,288
Depot Relocation (Oakleigh)	Development of Planning applications for Oakleigh and B'Wood sites for the Depot	Estates	£498,576	£498,576
Smarter Working - Indexing	Indexing of Hardcopy Filing	ICT	£216,707	£179,007
Smarter Working ICT - Supporting Moves	Delivering work streams identified in the CSG Smarter Working Solution Components document to support agile working. The costed scope of this proposal is for the work streams listed below – - End user device and desktop telephony moves - LAN and Wi-Fi Rollout - NLBP 4 server room migration - Provision of SWP IT workstream lead	ICT	£518,235	£0

Project Title	Project Description (include the products and deliverables of the project)	Service	Total Package Value	Billed to date
Early Years ICT implementation	Implementation of ICT Workstream for the Early Years Project	ICT	£82,361	£0
Libraries Property Investigations	Investigation into potential of existing libraries estate and other opportunities available with regards to the assets associated with libraries	Libraries	£32,000	£32,000
SPA Project Management (Phase 2)	Project management of Procurement Preparation Phase of the SPA Project	SPA	£368,300	£108,877
Libraries Open Plus	Delivery of building alterations and infrastructure to enable pilot of Libraries Open+ as part of discovery work for Libraries Strategy	Estates	£63,191	£63,191
Maintenance of Non-Civic Estate	CSG Estates have been asked to plan, programme and deliver Programmed Maintenance for the Other Estate (known as Non-Civic Estate and will be referred to as the Non-Civic Estate in the remainder of this document) in Barnet on a yearly basis. The 2014/15 Financial Year Programme consisted of remedial maintenance works required to ensure that the Non-Civic Estate Buildings are maintained to the required legislative standard.	Estates	£32,286	£32,286
Libraries ICT Transformation - Implementation	The Libraries Digital Transformation programme was initiated to carryout out a comprehensive assessment and audit of the current IT estate and topography for each library, and also creates an ICT Target Operating Model (TOM) for libraries to support the strategic vision. To help resolve the current issues, and provide some stability to the library services, as part of this programme, a list of High Priority actions were identified. The High Priority actions have been categorised under three work streams, which are – - People Network Desktop Refresh – For improving the reliability and speed of end user devices. - Network Connectivity – For improving the reliability and speed of internet connectivity of People's Network - Server Room Remediation – For improving the reliability and performance of servers in the Hendon server room	ICT	£377,230	£266,861
NNDR Legislation Changes	The project is required to comply with a change in regulations and the DCLG have advised funding will be issued to local authorities to cover the associated costs.	Revs & Bens	£6,279	£6,279
Depot Relocation - LUPA	Following Council approval to proceed with the negotiations to acquire sites at the former Abbots Depot in Barnet and Lupa House in Borehamwood, the Project Board has requested	Estates	£132,478	£79,487

Project Title	Project Description (include the products and deliverables of the project)	Service	Total Package Value	Billed to date
	a fee proposal to develop and submit a detailed Planning Application for the Lupa House Site			
Laptop Accelerated Refresh	The approach as defined in the main CSG contract for refreshing end-user computing needs revising to meet the Council's future requirements to refresh devices over a shorter time period.	ICT	£276,094	£0
4 Marlow Court	Maintenance of residential block under no specific management	Estates	£750	£750
Care Homes Remedial Works	This works are to be undertaken following agreement between LBB and Catalyst in relation to planned and responsive maintenance of Care Homes. It was agreed that Catalyst complete the works planned for year 1only and remaining works for year 2 and year 3 to be responsibility of LBB (Ref. Lease between Catalyst Housing Ltd and the Mayor and Burgess of LBB dated 28th Mar 2013)	Estates	£56,242	£14,914
Lean MASH review	Approach to review the 'as is' situation within Barnet's Multi-Agency Safeguarding Hub and reporting on the key opportunities to improve efficiency, focusing on those that will have the greatest impact.	Adults	£5,418	£5,418
Pensions Investment Consultant Support	The Council are in the process of re-procuring an investment advisor to the London Borough of Barnet pension fund. The investment advisor is appointed to advise the Pension Fund Committee and the fund administrators on scheme matters such as: • Asset allocation strategies • Selection of new managers and custodians • Preparation of the pension fund investment strategy under Local Government Pension Scheme regulations • Assist in reviewing and monitoring the fund managers performance	Finance	£7,477	£7,477
Early Years - Get Fit & TOM	The purpose of the Early Years Service is to improve outcomes for all young children and their families and to reduce inequalities between families in greatest need and their peers in child development / school readiness, parenting aspirations / skills and child and family health and life chances.	Adults	£199,770	£50,307
SPA Design and Build Stage 1	Re-provision of Church Farm and Copthall Leisure Centres	SPA	£257,047	£128,524

Appendix D – Corporate Programme Resources

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