Customer and Support Group (CSG) – Q1 2016/17

1. SUMMARY

1.1 SERVICE DASHBOARD

Finance	Revenue Budget Variance			Capital Actual Variance		
	501 (2.3%)			N/A		

Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	66% (25)	3% (1)	0% (0)	32% (12)	63% (12)	37% (7)

1.2 KEY SUCCESSES AND CHALLENGES

Key Successes
Unified Reward Collective Agreement
During the period Collective Agreement was reached with the unions for the Unified Reward terms and conditions. The programme is progressing well through implementation with go- live for corporate staff agreed for October 2016.
Customer Access Strategy approved following consultation
The Customer Access Strategy was approved at Policy & Resources Committee in June following public consultation. The strategy sets out the Council's vision for customer access, which by 2020 will be simplified and primarily 'digital by default', offering efficient resolution and services joined up across the Council, partner agencies and the community sector.
Finance: closure of accounts ahead of target
The Council's accounts were successfully closed earlier than the deadline, despite for the first time this incorporating Barnet Group and Barnet (Holdings) Ltd. Historically Barnet Group have delivered after the Council accounts, so to increase complexity and deliver in the timescales was a good result.

Key Challenges	Actions Required
The Council Tax speed of processing was outside of the Performance Indicator target processing time of 10 working days (14 calendar days). The results were 15.2, 17.7 and 17.7 calendar days for April, May & June respectively.	Additional resources have been identified and trained to increase the clearance capacity within the team. A recovery plan is in place to reduce the level of work outstanding and establish any additional resource that is required to maintain and reduce the level of outstanding correspondence below the PI target based on the level of daily incoming work. The introduction of a new work manager application will enable more complete monitoring of staff productivity alongside a new incentive scheme which will be introduced in July will work to increase productivity and enable greater accuracy in work force requirements to achieve and exceed the PI.
The user and commissioner satisfaction surveys carried out in 2016 across IT, Finance, Procurement, Estates and HR missed the target scores.	In several areas the scores reflect the level of change that has been carried out during the transition and subsequent transformation in the early years of the contract. However, there are also specific areas for continuous improvement. As such each of the services has a Service Improvement Plan they are working to which addresses the key areas for development.

1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

Overall quarter 1 has been a successful period with both Unified Reward and the Customer Access Strategy showing significant steps forward. However, the main KPI failures in the quarter related to the user and commissioner survey satisfaction results, carried out in 2016 across IT, Finance, Procurement, Estates and HR. In several areas the scores reflect the level of change that has been carried out during the transition and subsequent transformation in the early years of the contract. However, it is also recognised that there are also specific areas for continuous improvement.

The focus for the **Finance** service during the quarter has been the closure of accounts ahead of the required timescale and incorporating Barnet Group and Barnet (Holdings) Ltd. This was challenging to achieve within the timescales which were materially faster than the Barnet Group have delivered previously.

There is a significant focus to improve the Finance business partnering across the Council, as such a consultant has been brought into the team to support the development of the team and maturing this element of the service. During the engagement the needs of the Council will be reassessed and plans put in place to address the gaps; this will include support and cultural shift needed to achieve the required outcome.

There have been some issues for Integra users, including an increase in the number and complexity of queries in relation to Integra during the quarter regarding access and approval rights. The CSG Finance service has been responsive to the increase and have been providing additional training to end users through focussed sessions, at the end of July will implement 12 new eLearning modules and in addition have recruited to a Head of Financial Systems who will be dedicated to oversee the development and performance of the Integra system across their clients. The average response time for a call to be resolved by the Integra support is 48 hours.

Training for budget managers as part of the Management Academy has started and will be supported by e-learning material. Integra e-learning material is undergoing testing and all 12 modules will be rolled out by the end of July. Integra refresher training has been held, covering key tasks that users carry out.

The Accounts Payable service successfully transferred to West Sussex.

Revenues & Benefits met the three benefits KPI's for the quarter. The net annual collectable Council Tax in June 2016 is £3.5m more than June 2015 with an additional £335k collected than at the same point last year. The Council Tax four-year collection is at 98.30% against a year-end target of 98.49%, this compares to 98.34% at June 2015.

The NNDR 4-year collection rate is at 98.11% at 30 June 2016 against a 31 March 2017 target of 99%. This represents an increase of 0.71% compared to the June 2015 collection rate of 97.4%

The council tax speed of processing is outside of the 14 calendar (10 working) day target at 17.74 calendar days which is an increase of 3 days on the March 2016 speed of processing. The level of incoming correspondence is at an average of 750 work items a day which is an increase from 700 per day during the same period last year. As at 30 June there were 5,979 customer documents outstanding compared to 5,274 as 31 May 2016. Additional resources have been identified and trained to assist in the post clearance and we currently have 5 FTE additional resources working on the clearance of correspondence. The recovery plan for the council tax post position is being monitored on a daily basis to bring the service delivery in line with the contract delivery target.

Customer Services – the Customer Access Strategy was approved at Policy & Resources Committee in June following public consultation. The strategy sets out the Council's vision for customer access by 2020, that it will be simplified and primarily 'digital by default', offering efficient resolution and services joined up across the Council, partner agencies and the community sector. Digital

by default means that the digital services are so good that the majority of customers prefer to use them, as is the case with online shopping and banking. Of course not all Council services will be delivered digitally – for some services personal contact is essential, and for some customers, digital access will not be possible. But there is scope for a far greater proportion of customer transactions to be completed online than is currently the case, and to encourage this, we have to deliver an excellent online experience and build customer trust that this method of accessing services is efficient and effective at the delivering the required outcome.

The inclusion strategy for Customers needing Additional Support (CAS) has been further enhanced by appointing a Customer Advocacy Manager in June to look after the initiative specifically and drive the process efficiency in enabling the access to services in line with Customer Access Strategy and the Council's Vision. We currently have 89 customers flagged as CAS.

The CSG face to face team has received the special recognition in the LBB staff awards for the team of the year, acknowledging their successes following the service transition. A member of the same team has won in the 'most popular' category as the face of the corporate reception at North London Business Park.

CSG provided the referendum Information & Advice line; on the day of the referendum the IVR messaging was removed, this was to ensure residents could quickly resolve any issues. Even with this useful information tool not being available, over the course of the day 93.3% of the 2,367 calls were answered within 60 seconds and over 90% customer satisfaction was recorded.

The **HR Service** Business Partners and their teams continue to make a positive impact in their support for the Delivery Units through a period of significant change. The period has seen Establishment data checks for Unified Reward, restructures in Adults & Communities and ongoing work on a restructure with Libraries as an example.

As outlined in the achievements during the period Collective Agreement was reached with the unions for the Unified Reward terms and conditions. The programme is progressing well through implementation. Go live for corporate staff is agreed for October 2016. Alongside Unified Reward a full employee benefits and employee discount portal has been agreed with the council and the implementation has commenced.

HR has worked closely with Family Services to reduce their agency staffing. This has been achieved through the transition of some staff to a permanent contract and others through direct permanent recruitment. In a short period 45 staff have been managed through the process and are being on-boarded into LBB. The result is, a reduction in agency spend in this service and a reduced risk for the service in terms of stability of staffing. In the longer term, through deployment of this approach we would expect Barnet to become an employer of choice.

Payroll Accuracy KPIs passed in all 3 months during Quarter 1 from both Corporate and Schools payrolls. This is a combination of a continued focus on quality checking and streamlining of processes and is reflected in no complaints being received for the service in Quarter 1.   However, the payroll KPI failure reported in March 2016 (Q4 report) has been replaced with historical Service Credits covering the months April-August 2015, where a KPI failure had not already been applied in 2015, this is not an additional failure to that reported in Q4. This failure came to light as part of the improved checking that has been introduced.

A Learning and Development approach for the remainder of 2016 and into 2017 has been agreed with the council. The team will support all aspects of training requirements for the council, from mandatory requirements and induction through to commissioning specialist training.

Work on strategy and the vision for the Barnet HR service in the future has taken place to enable appropriate planning and structuring of the service to be considered. Establishing models for service aspects such as recruitment, learning and development, absence management and employee benefits as all part of the vision.

While the **IT Service** achieved all the monthly KPI's in the quarter, the annual user and commissioner satisfaction survey missed the target. On the back of this a comprehensive IT Service Improvement Plan has been created, communicated to senior LBB execs and signed off by the SRO. This covers the key areas of IT service including Operations, Projects & Programmes and Service Management.

During the period IT passed compliance for the Payment Card Industry (PCI) scan and a successful failover test was carried out for our London Public Sector Network connectivity.

The remaining IT libraries restoration tasks following the outage in March completed on schedule; with the catalogue, Open+ and telephone services being fully restored to the public as per the joint plan with LBB. Follow on activities to switch from backup modes to live throughout April & May did not have any user impact and completed as planned.

Members IT has been the subject of an improvement plan throughout this quarter which has made progress through the continuation of the cross party member working group established in Q4 to ensure that IT meets Member's needs. In the past quarter, over 70 Member IT support issues have been addressed covering 94% of issues raised through the process. The remaining issues will be completed by IT running out of hours support surgeries.

In this quarter, extensive work has been undertaken with LBB to perform some much needed housekeeping on the directory, mailboxes and home drive data removing over 3,000 inactive LBB users and mailboxes, maintaining our compliance with key security policies & good practice of IT service delivery.

The **Procurement service** has supported the CSG Innovation Lab, with the manager now appointed to progress the Ecosystem lab concept. The intention is to bring suppliers and market shapers into an environment where creative techniques and processes can be developed and tested.

All 3 quarterly KPI's have been on or above the target performance consistently for the quarter. However, the annual user & commissioner satisfaction survey KPI failed to achieve the target, further work is ongoing to target particular areas for improvement based on the feedback.

Two preferred bidders have been identified for the Barnet Strategic Construction Partnership with Competitive Procedure with Negotiation Stage 2 due to be issued in July. The Sport and Physical Activity Leisure Management Contract specification work continues, with a dozen workshops planned over the course of the next two months with the tender due to be issued in October 2016.

Draft Changes to Contract Procedure rules were approved by the Constitution, Ethics and Probity committee on 30 June.

The service now has 167 savings projects either completed, in progress or in the savings pipeline.

The **Estates** service have made key appointments to fill the vacant Director of Estates and Building Services Manager roles, both individuals are expected to join the team in September. Within Transactional Estates there have been a number of changes in resources over the quarter, further strengthening the team which has improved the service and set the team up to be more responsive to service demands.

The Estates service achieved both the Environmental management ISO 14001 and OHSAS 18001 (Health and Safety) accreditations during June, with positive feedback from the auditors.

Good progress has been made in addressing the historic backlog work, all cases are now allocated promptly in accordance with the new area lead structure. There are a few backlog cases to be addressed that are being prioritised; with a tracker in place and all cases being progressed, monitored and reported.

Council Asbestos and Legionella policies have been reviewed for client approval, protocols relating to roles and responsibilities for each party are now in draft form.

All remedial actions issued to Term Maintenance Contractors from the phase 1 non-civic compliance SPIR have been completed.

The Building Services team are in the process of preparing the design and specification of the summer education schemes to school consisting of bulge classes (expansion schemes to produce extra capacity within existing schools temporarily or permanently).

Other areas of progress are around delivery of the statutory compliance program for the non-civic estate, upskilling the existing technical team to enable Fire Risk, Asbestos management and DDA management to be delivered from within the existing services team.

CSG Corporate Programmes provides teams of Project, Programme, Change and Insight resources to support Barnet with the delivery of its major capital and transformation programmes. Priorities for the service during the period include leading on the relocation of the Depot at Mill Hill, building new and expanded schools, implementing the Libraries Strategy and delivering two new leisure centres at Copthall and New Barnet along with the procurement of a new leisure management provider for all of Barnet leisure centres. Corporate Programmes is also supporting Barnet's Commissioning Group and Delivery Units to deliver programmes of activity to achieve the council's Medium Term Financial Strategy (MTFS), including an Alternative Delivery Model (ADM) for the Streetscene Service.

1.4 ASSESSMENT OF SUPER KPIS

Super KPI's have varying measurement periods, although **Compliance with Council Policy** is assessed every quarter and this Super KPI passed during the quarter with 4 minor breaches confirmed compared with a target of less than 5.

The Council half yearly **Resident Satisfaction survey** results have been received and 2 of the 3 Super KPI's relating to this survey narrowly failed. The survey questions related to 'responds quickly when asked for help' (3% off target) and 'it is easy to access Council services' (1% off target), although 'has staff that are friendly and polite' was 4% above target.

1.5 SERVICE CREDITS PAYABLE IN PERIOD

Period	KPI	Performance Level v Target	Service Credit Applied (£'s)
Spring 2016	Super KPI 35b - Resident Satisfaction - access to services	66% achieved v's 67% target	£12,107
Spring 2016	Super KPI 35c - Resident Satisfaction - responds quickly	52% achieved v's 55% target	£12,107
January 2016	Super KPI 39b - Commissioner Satisfaction - Estates	2.03 achieved v's 3.66 target	£13,606

January 2016	Super KPI 39c - Commissioner Satisfaction - IS	1.74 achieved v's 3.08 target	£13,606
January 2016	Super KPI 39d - Commissioner Satisfaction - Procurement	2.95 achieved v's 3.28 target	£13,606
January 2016	Super KPI 39e - Commissioner Satisfaction - HR	2.2 achieved v's 3.5 target	£13,606
January 2016	Super KPI 39f - Commissioner Satisfaction - Finance	2.57 achieved v's 3.34 target	£12,203
January 2016	IS KPI 14 - IS User Satisfaction	2.38 achieved v's 3.07 target	£13,748
January 2016	KPI HR019 - HR User Satisfaction	2.69 achieved v's 3.7 target	£12,183
January 2016	KPI PR 23 - Procurement User Satisfaction	2.85 achieved v's 3.07 target	£11,285
January 2016	KPI EST 27 - Estates User Satisfaction	3 achieved v's 3.69 target	£10,120
January 2016	KPI FIN 34 - Finance User Satisfaction	2.42 achieved v's 3.28 target	£2,510
Apr-15	HR017a – Payroll Accuracy - error rates	5.62% error rate vs. 0.15% target	£4,127
Jun-15	HR017a – Payroll Accuracy - error rates	13.93% error rate vs. 0.15% target	£2,064
Jul-15	HR017a – Payroll Accuracy - error rates	5.53% error rate vs. 0.15% target	£7,223
Aug-15	HR017a – Payroll Accuracy - error rates	5.59% error rate vs. 0.15% target	£7,738
Oct-15	HR017a – Payroll Accuracy - error rates	Adjustment to prior service credit	£3,275
Dec-15	IS KPI 13 - Critical System Availability	Adjustment to prior service credit	£3,584
Jan-16	HR017a– Payroll Accuracy - error rates	Adjustment to prior service credit	£2,183
2015-16	KPI 30 - % of savings implemented	Not reported - treated as a fail until data becomes available	TBC*
Total Service Credits in Period			**£170,881**

In Q4 2015-16 it was highlighted that payroll errors were discovered which affected April to August 2015. The total service credits over the period were £29,406. However, previous credits applied during the same period totalled at £8,254 leaving £21,152, which is reflected in the table above.

The additional adjustment to prior service credits is a result of changes to points allocation across the SKPI and KPI suite to ensure the weighting is appropriate to the needs of the Council, the total Service Credit points is unchanged.

*Finance KPI 30 outturn has not been confirmed by the Service. Once the data becomes available it will be decided whether service credits are to be applied.

2. OVERVIEW OF DELIVERY UNIT

2.1 Finance

2.1.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q1 Forecast £000	Variation £000		
CSG Managed Budget	4,118	1,224	1,474	250	Repairs and Maintenance on non-civic buildings	20.4%
CSG Management Fee	18,002	20,895	21,147	252	Reduced income	1.2%
Total	**22,120**	**22,120**	**22,621**	**501**		**2.3%**

2.2 Managing the Business

Finance

The service has achieved most of its KPI and PI commitments over the last quarter, although the user and commissioner satisfaction survey KPI's failed. A service improvement plan has been put in place to address the points fed back through the survey.

There were some delays with the preparation of the pension fund accounts which resulted in them being provided to the client on 3rd June, three days after the PI target date of 31st May.

A number of the KPI indicators are annual and some are yet to be measured as they relate to the external audit of the Council's accounts which are concluded in July.

Revenues and Benefits

The Revenues and Benefits service has maintained the KPI delivery in quarter 1. However, the speed of processing on council tax correspondence remains outside of the PI target at 17.7 calendar days against a target of 14 calendar days (10 working days). The level of incoming correspondence is being monitored alongside the additional of extra resources to improve the processing time and reduce the complaints being generated due to response times being outside the PI. Work continues to target unpaid Council Tax and NNDR both in year and arrears to maximise the Authorities income.

Customer Service

The changes to the KPI's for year 3 have been agreed except for the web satisfaction KPI (KPI10c) which is subject to further review. There are 5 KPIs to report and 4 have been achieved:

CSO KPI 10a - Customer Satisfaction (telephone, F2F & email) - achieved a quarterly outturn of 89% (85% target). The revised scope of this KPI to cover phone, face to face and email showed a 0.6% improvement on the equivalent measurement from the previous quarter. Email performance will be a focus this quarter due to the variable feedback.
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CSO KPI 10b – End to End Customer Satisfaction – achieved a quarterly outturn of 66.7% versus a target of 65%. Despite sending a large volume of surveys in June, the return has been very low. The past 2 quarters were heavily dominated by the poor feedback in relation to Parking service and the issues surrounding the e-permits system implementation, which have now been fixed in the main. We will continue to work on the initiatives for the improvement of both the return and the feedback.

CSO KPI 13a Customer Advocacy (SLA performance) - exceeded the 90% target for the quarter with 90.8% of cases closed within service level targets, where the end to end process are owned by Customer Services.

CSO KPI 13b Customer Advocacy (CAS SLA performance) – 100% achieved for the quarter. We have flagged 89 CAS cases to date and our Customer Advocacy Manager has been appointed on 1 June with the objective of further developing the initiatives for the support of the customers who cannot easily access services.

While Performance Indicator results continue to be variable, improvement has been seen across PIs, particularly emails & web form responses and telephony performance.

CS PI 1a Face to Face non appointment wait time and CS 1b Face to Face – appointment wait time - the F2F manager left the service in May which has impacted the non-appointment wait time performance in May & June, a replacement has now been identified. However, customer satisfaction with the service continues to exceed 90%. Also over 90% of the calls into contact centre from the F2F centre are resolved at that point, removing the need for the appointment. This has improved customer satisfaction, which is reflected in the scores for the quarter and has also had a positive impact on footfall reduction as the contact centre handles circa 900 calls per month. Appointment wait time has consistently been under 1 minute.

CS PI 3 – emails and web forms (5 day) – Performance this quarter has improved to 91% from 81% the previous quarter, with web forms performance consistently exceeding 90%. Additional resource has been agreed for the parking service, which has

contributed to this this PI achieving 97.6% in June. We will be further reviewing the templates that are currently in use and be moving towards a structured email format in order to personalise the responses, based on customer feedback.

CS PI 2 – Emails and Web Forms forwarded within 1 day – We have exceeded the target throughout the quarter, with the quarterly average being 99.1%.

CS PI 5 – Members Enquiries (Target 95%) – We have consistently achieved the target throughout the quarter.

CS PI 6 – Telephony (80/60) (target 80%) – We have achieved the target in the first 2 months of this quarter, with June's performance finishing at 71.9% (whilst the service level was not achieved, the abandonment rate was low at 5.1%). June was a challenging month, with an 8% increase in contact compared with May 2016. June's demand was the highest contact volume for this channel since the service transfer. The EU Referendum line handled 7,880 agent calls in June. Continued staffing issues within Street Scene service led to missed Saturday collections, creating both telephony and email demand on Mondays throughout June, this impacted the performance due to high concentrated demand on the busiest days of the week. Additionally this time of year is the busiest time in the Council Tax recovery activity, following the annual billing, which has generated higher than forecast demand and had an impact on the overall performance.

CSO PI 7 Customer Advocacy (CAS escalations) – this measure has been moved from a KPI to be a PI and is specific to Customers needing Additional Support (CAS). The PI has exceeded the target during the quarter with a good focus on Customer Advocacy and the ratio of CAS escalations to CAS cases. A further 47 customers were identified in this quarter (42 in the last quarter) as CAS customers. The CAS line has been live since the last quarter, although the volume of calls is still low with 6 calls received through this line in June.

HR Service

The HR Service achieved all of the monthly KPIs within the quarter, however, HR has seen a failure in terms of the annual user and commissioner satisfaction survey. Whilst this is disappointing, it should be noted that the HR service has been through significant change and transformation in the last 12 months. Periods of significant change will always impact satisfaction rates but on a positive note, the HR service is now coming out of the high volume of change and has been seeing increasingly positive feedback on service provision across the council. We would expect this trend continue as we expand and improve the quality and breadth of service supplied.

Critical projects such as Unified Reward, although challenging have gone well with good union engagement and an extremely low error rate against the data for corporate staff (less than 1%). The result of the process to complete this level of accuracy ensures that the Establishment data is in the right position to move forward with this and other projects which require HR data as a

foundation. Hand in hand with this is the integration of operational staff and business partners to control and monitor the changes has been completed and is working well.

Work has continued on the delivery of a full reporting pack for senior management and DUs has been ongoing with a sample pack now out for testing and full roll out expected shortly.

IS Service

While the IT Service achieved all the monthly KPI's in the quarter, the annual user and commissioner survey results for IT were lower than expected and the KPI failed. This is partly reflective of the poorly performing IT service in the first quarter of the year and the completion of the CSG transformation programme which disrupted users. The results have been studied in some detail and created a Service Improvement Plan to address the areas of concern.

Procurement Service

All 3 quarterly KPI's have been on or above the target performance consistently for the quarter. However, the annual user & commissioner satisfaction survey KPI failed to achieve the target, further work is ongoing to target particular areas for improvement based on the feedback.

Estates

All quarterly KPI's were achieved during the quarter against the contractual targets, although the user & commissioner satisfaction surveys failed to hit the target this is believed to be in part caused by the disruption with the building moves last year which saved the Council £5.4m pa. Also one PI (lease renewals) saw 2 cases out of 3 not being completed within the prescribed time limits. A diary bring forward system (12 months in advance) has now been introduced to minimise the potential of any reoccurrence.

3. Performance

3.1 Overview of performance for Corporate Plan and Service indicators

	RAG						Long Term Direction of Travel			No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red	Total RAG ratings	Monitor	Improving or the same	Worsening	No Direction of Travel	
Strategic	0	1	0	0	1	0	0	1	0	1
Critical	24	1	0	12	37	0	12	6	19	37
Overall	**66% (25)**	**3% (1)**	**0% (0)**	**32% (12)**	**100% (38)**	**0% (0)**	**63% (12)**	**37% (7)**		**38**

3.2a Indicators

Improving customer services and ensuring transparency

Ref	Indicator	Polarity	Annual 2016/17 Target	Q1 2016/17 Target	Numerator and Denominator	Q1 2016/17 Result	Q4 2015/16 Result	DOT Short Term (From Q4 2015/16)	Q1 2015/16 Result	DOT Long Term (From Q1 2015/16)	Benchmarking
RB08 CSG/C1	Benefits claims processing - new claims	Smaller is Better		10	19734/2320	8.51	9	Improving	7	Worsening	Barnet indicator
RB09 CSG/C2	Benefits claims processing - changes in circumstances	Smaller is Better		6	282708/45072	6.00	2	Worsening	4	Worsening	Barnet indicator
RB09a CSG/C3	Accuracy of benefit assessments	Bigger is Better		95.0%	1709/1799	95.0%	95.7%	Worsening	95.4%	Worsening	Barnet indicator
CSO10a OR 10b CSG/C4	GovMetric Customer Services	Bigger is Better		85.0%	24962/28037	89.0%	76.8%	Improving	N/A	N/A	Barnet indicator

Ref	Indicator	Polarity	Annual 2016/17 Target	Q1 2016/17 Target	Numerator and Denominator	Q1 2016/17 Result	Q4 2015/16 Result	DOT Short Term (From Q4 2015/16)	Q1 2015/16 Result	DOT Long Term (From Q1 2015/16)	Benchmarking
CSO10b CSG/C5	Resolution Satisfaction – Survey Monkey	Bigger is Better		65.00%	30/45	67%	63.0%	Improving	N/A	N/A	Barnet indicator
CSO10C CSG/C	% customers who rate website as good	Bigger is Better		45%	N/A	46%	45%	Improving	42%	Improving	Barnet indicator
CSO13a CSG/C8	Meeting SLA Customer Services (Parking and Assisted Travel Only)	Bigger is Better		90.0%	1473/1622	90.8%	93.3%	Worsening	N/A	N/A	Barnet indicator
CSO13b CSG/C9	CAS SLA no worse than SLA (Parking and Assisted Travel Only)	Bigger is Better		No less than KPI 13a	3/3	Pass	1	Same	N/A	N/A	Barnet indicator
IS14 CSG/C10	User Satisfaction	Bigger is Better		0.758	0.48/N/A	Fail	N/A	N/A	N/A	N/A	Barnet indicator
IS15 CSG/C11	Incident Resolution	Bigger is Better		91.0%	5101/5186	98.4%	98.5%	Improving	94.5%	Improving	Barnet indicator
IS13 CSG/C12	Critical System Availability	Bigger is Better		99.5%	4462/4480	99.6%	100.0%	Worsening	99.6%	Worsening	Barnet indicator
HR16 CSG/C13	DBS Verification Adults	Bigger is Better		100.0%	498/498	100.0%	100.0%	Improving	99.8%	Improving	Barnet indicator
HR17a CSG/C14	Payroll Accuracy - Payroll Error Rates	Smaller is Better		0.1%	9/21922	0.0%	5.4%	Improving	3.4%	Improving	Barnet indicator
HR17b CSG/C15	Payroll Accuracy - Correct pay Dates	Bigger is Better		100.0%	21922/21922	100.0%	100.0%	Same	100.0%	Same	Barnet indicator
HR18 CSG/C16	Absence projects and interventions	Smaller is Better		Pass	N/A	Pass	Pass	Same	Fail	Improving	Barnet indicator
HR19 CSG/C17	User satisfaction	Bigger is Better		80.00%	0.54/N/A	Fail	N/A	N/A	N/A	N/A	Barnet indicator
PR20a CSG/C18	Contract compliance - new contracts over £25k	Bigger is Better		100.0%	510282911/510282911	100.0%	100.0%	Same	100.0%	Same	Barnet indicator

Ref	Indicator	Polarity	Annual 2016/17 Target	Q1 2016/17 Target	Numerator and Denominator	Q1 2016/17 Result	Q4 2015/16 Result	DOT Short Term (From Q4 2015/16)	Q1 2015/16 Result	DOT Long Term (From Q1 2015/16)	Benchmarking
PR20b CSG/C19	Contract compliance - legacy contracts over £25k	Bigger is Better		98.9%	1787115682/ 1789671568	99.9%	99.8%	Improving	99.8%	Improving	Barnet indicator
PR21 CSG/C20	Effective Contract Management - complex legacy contracts CPRs	Bigger is Better		60.0%	N/A	Pass	Pass	Same	Pass	Same	Barnet indicator
PR22a CSG/C21	London Procurement Pledge - cumulative apprenticeships	Bigger is Better		20	37/N/A	37.00	37	Same	N/A	N/A	Barnet indicator
PR22b CSG/C22	London Procurement Pledge - cumulative work experience	Bigger is Better		80	93/N/A	93.00	93	Same	N/A	N/A	Barnet indicator
PR23 CSG/C23	User satisfaction	Bigger is Better		65.60%	0.57/N/A	Fail	N/A	N/A	N/A	N/A	Barnet indicator
ES24b CSG/C25	Building Statutory Compliance	Bigger is Better		Pass	N/A	Pass	Pass	Same	N/A	N/A	Barnet indicator
ES25 CSG/C26	Facilities Management Incident Resolution	Bigger is Better		100.0%	335/335	100.0%	100.0%	Same	100.0%	Same	Barnet indicator
ES27 CSG/C28	User satisfaction	Bigger is Better		82.40%	N/A	Fail	N/A	N/A	N/A	N/A	Barnet indicator
FIN29 CSG/C29	Budget forecasting - % variance to budget	Smaller is Better		0.0%	TBC	Pass	N/A	N/A	TBC	N/A	Barnet indicator
FIN30 CSG/C30	% of savings implemented	Bigger is Better		100.0%	TBC	Fail	N/A	N/A	100.0%	Worsening	Barnet indicator
FIN31 CSG/C31	Draft statement of accounts external audit	Bigger is Better		30th April	N/A	Pass	N/A	N/A	mid May	Same	Barnet indicator
FIN34 CSG/C34	User satisfaction	Bigger is Better		68.20%	0.48/N/A	Fail	N/A	N/A	N/A	N/A	Barnet indicator

Ref	Indicator	Polarity	Annual 2016/17 Target	Q1 2016/17 Target	Numerator and Denominator	Q1 2016/17 Result	Q4 2015/16 Result	DOT Short Term (From Q4 2015/16)	Q1 2015/16 Result	DOT Long Term (From Q1 2015/16)	Benchmarking
Super KPI35a CSG/C35	Resident Satisfaction - staff are friendly and polite	Bigger is Better		80.0%	N/A	84.0%	84%	Same	84.0%	Same	Barnet indicator
Super KPI35c CSG/C36	Resident Satisfaction - Responds quickly when asked for help	Bigger is Better		55.0%	N/A	52.0%	56%	Worsening	56.0%	Worsening	Barnet indicator
Super KPI36 CSG/C37	Compliance with Authority Policy	Bigger is Better		Pass	1/1	Pass	Pass	Same	Pass	Same	Barnet indicator
Super KPI39b CSG/C39	Commissioner Satisfaction - Estates	Bigger is Better		77.0%	0.41/N/A	Fail	N/A	N/A	N/A	N/A	Barnet indicator
Super KPI39c CSG/C40	Commissioner Satisfaction - Corporate IS	Bigger is Better		69.0%	0.35/N/A	Fail	N/A	N/A	N/A	N/A	Barnet indicator
Super KPI39d CSG/C41	Commissioner Satisfaction – Procurement	Bigger is Better		66.4%	0.59/N/A	Fail	N/A	N/A	N/A	N/A	Barnet indicator
Super KPI 39e CSG/C42	Commissioner Satisfaction – HR	Bigger is Better		80.0%	0.44/N/A	Fail	N/A	N/A	N/A	N/A	Barnet indicator
Super KPI 39f CSG/C43	Commissioner Satisfaction – Finance	Bigger is Better		73.6%	0.51/N/A	Fail	N/A	N/A	N/A	N/A	Barnet indicator
Super KPI35b CSG/S1	Resident Satisfaction - It is easy to access Council services	Bigger is Better		67.0%	N/A/N/A	66.0%	71%	Worsening	71%	Worsening	Barnet indicator

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3.2b Comments and proposed interventions for indicators that have not met target

Ref and Indicator Title	Comments and Proposed Intervention
User Satisfaction Surveys (KPI 14, 19, 23, 27 & 34) and Commissioner Satisfaction Surveys (Super KPI 39b, c, d, e & f)	**Intervention Level 1** The user and commissioner satisfaction surveys carried out in 2016 across IT, Finance, Procurement, Estates and HR missed the target scores. In several areas the scores reflect the level of change that has been carried out during the transition and subsequent transformation in the early years of the contract. However, there are also specific areas for continuous improvement. As such each of the services has a Service Improvement Plan they are working to which addresses the key areas for development. Some of the service improvements planned include improving the Finance business partnering across the Council. Service delivery is being reassessed and plans put in place to address the gaps; this will include support and cultural shift to achieve the required outcome. In Estates the management team has been strengthened and changes were made to the transactional service team, improving the service and setting the team up to be more responsive to service demands.
Super KPI35b CSG/S1 and KPI35c CSG/C36 Resident Satisfaction – 'it is easy to access Council services' and 'responds quickly when asked for help'	**Intervention Level 1** The Council's half yearly Resident Satisfaction survey results have been received and 2 of the 3 Super KPI's relating to this survey narrowly failed. The survey questions related to 'responds quickly when asked for help' (3% off target) and 'it is easy to access Council services' (1% off target), although 'has staff that are friendly and polite' was 4% above target.
FIN30 % of savings implemented	**Intervention Level 1** TBC

4. RESOURCES AND VALUE FOR MONEY

4.1 Contract Changes in Period

Four Contract Changes were agreed during the quarter, and eight further Change Requests were submitted. The detail relating to these changes is shown in Appendix 2.

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

Cumulative Contract Change Summary

Change Raised by	Status	Number of Changes	Summary Financial Impact (£s)
Authority	Agreed	13	-£372,453
	Cancelled	3	N/A
	Pending	4	To be agreed
Sub Total		**20**	
Service Provider	Agreed	41	£3,705,407
	Cancelled	25	N/A
	Pending	8	To be agreed
Sub Total		**74**	
Total		**94**	£3,332,954

The cumulative financial impact has changed significantly from the end of Quarter 4. The reason for this is the agreement to the following:-

- CR071, which is the creation of two new senior financial management roles for the remaining life of the CSG contract;

- CR084, which relates to the Benefits Cap Task Force; and

- CR085, which relates to the change in legislation linking to the Council tax support scheme.

5. Customer Experience

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

GovMetric Feedback volumes and performance scores by Channel

Full Quarter	Good	Average	Poor	Totals
F2F				
Number of respondents	**5861**	**246**	**207**	**6,314**
Percentage of respondents	**93%**	**4%**	**3%**	
Phone				
Number of respondents	**18824**	**1793**	**594**	**21211**
Percentage of respondents	**89%**	**8%**	**3%**	
Web				
Number of respondents	**4754**	**1393**	**4236**	**10383**
Percentage of respondents	**46%**	**13%**	**41%**	
Email				
Number of respondents	**224**	**19**	**199**	**442**
Percentage of respondents	**51%**	**4%**	**45%**	
Total:				
Number of respondents	**29663**	**3451**	**5236**	**38350**
Percentage of respondents	**77%**	**9%**	**14%**	

Monthly breakdown and overall quarterly GovMetric performance by Channel

All channels	Phone	Email	Web	F2F	Total
April-16	88.1%	57.3%	44.5%	92.0%	76.8%
May-16	89.8%	50.7%	47.7%	94.1%	79.0%
June-16	88.4%	43.8%	45.2%	92.1%	76.2%
Quarter average	**88.7%**	**50.7%**	**45.8%**	**92.8%**	**77.3%**

Commentary

Overall
The satisfaction in the period was in line with the previous quarter at 77%, against the 80% target. All channels except email improved in the quarter, with face to face showing the greatest progress.

Moving forward we have agreed to split the satisfaction KPI with one for web satisfaction and a separate KPI for telephony, email and F2F channels combined. A new combined target for the other 3 channels has been achieved with 89% achieved vs the target of 85% for Q1.

Face to face
Face to face satisfaction exceeded the target, and following the 2.8% increase last quarter a further improvement of 2.0% was made this quarter achieving 92.8%. Implementing advisor codes, which has allowed us to link feedback to each advisor, has continued to have the desired impact on individual performance and is now part of our standard performance management process. Following the implementation of the Qmatic ticketing and appointment system in November 2015, the waiting time for customers have also improved, which has had a positive impact on the overall result.

Barnet face to face customer satisfaction has maintained its position in top 10 channel satisfaction index results throughout the quarter, outperforming other unitary councils who are measured through the channel satisfaction index. Throughout the quarter, Barnet Council remained in the second position and the highest ranking unitary council.

Web
The quarterly performance for the web was 45.8% which was an improvement of 0.8% in comparison to the previous quarter. There has been a continued focus on the web this quarter, including the web improvement plan where good progress is being made. The key improvement areas relate to content, greater flexibility and speed of changes along with IT response times and IT processes.

Customer Services are also continuing to lead a web group attended by senior delivery unit Leads. The group are making significant improvements to the website resulting in better customer feedback. The challenge is now to focus on specific areas of the site and work with service areas to improve content and navigation. Also specifically looking at functionality on the site, like web forms that can be improved to enhance the customer journey.

Actions and progress continue to be reported at delivery board and CIMB whilst weekly updates on the Web improvement plan are provided to the web team.

Telephone
Telephony customer satisfaction has achieved 88.7% in this quarter, which is a 0.1% increase compared to the previous quarter.

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

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

Email
Email satisfaction has decreased by 2.6% in comparison to the previous quarter.

We have reviewed and implemented a set of GovMetric questions for email satisfaction, which was aimed at encouraging customers to leave comments in relation to their feedback. Whilst we have seen a reduction in the volume of feedback received we have seen an increase in the percentage of response where constructive feedback has been left. Analysis of the feedback is progressing and is being shared with the Delivery Units. This quarter has seen the highest proportion of the poor feedback associated with Council Tax & Benefits and Street Scene services, this is being reviewed with the service leads and action plans being progressed.

6. Risk Overview

The service risk register is being refreshed.

Appendix 1 – Contract Variations

All approved Contract Variations during the Quarterly report period are shown below.

Reference	Title	Description	Change Raised by	Status at 30-Jun-16	Financial Impact (over the life of the contract)	Service Impacted
CR088	Print Gain-share	Change to the mechanism by which print gain-share is calculated/invoiced from an annual to monthly process	Service Provider	Approved	NIL	Finance
CR085	Council Tax Support Scheme	Managing the impact of the Council Tax Support Scheme and collection of the additional Council Tax payable. Originally implemented by SPIR024	Service Provider	Approved	£1,046,343	Revenues & Benefits
CR084	Benefit Cap Task Force	Face to face support for residents impacted by the Benefit Cap. Originally implemented by SPIR030.	Service Provider	Approved	£933,165	Revenues & Benefits
CR071	Head of Finance Support - additional roles	The Council have requested that two permanent Heads of Finance are introduced into the service to meet the needs of the Council. In addition, it has been agreed that pending the recruitment of the permanent Head of Finance for Adult and Community Services and to meet the current needs of the service a Head of Finance from the Council will be seconded to the Customer Support Group from Tuesday 4th August 2015. (£212,340 for Year 1, then £189,500 for remaining 7 years)	Service Provider	Approved	£1,538,840	Finance

Appendix 2 – Corporate Programmes Projects

Project Title	Project Description	Service	Total Package Value £	Billed to date £
2015 Schools (2015 Schools places)	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	Capital (Schools)	1,139,382	1,070,
Unified Reward Structure	This project is required as part of the workforce strategy and, in particular, the 'recognising and rewarding performance' strategic theme.	Transformation	1,264,426	964,055
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.	ICT	412,595	393,933
Schools Architects (2015)	Technical Team for 2015 Schools Construction Projects	Capital (Schools)	1,306,662	1,286,121
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.	ICT	143,348	136,910
Apprenticeships Scheme	Management of an apprenticeship scheme for all LBB Delivery Units	Other	2,500	2,500
IS Workpackages	This SPIR will cover outstanding backlog of IS work packages and service requests for May YTD. These works have been carried out by Capita in good faith since the go live date of 1st September 2013.	ICT	869,247	819,093
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	ICT	2,005,459	1,162,230

Project Title	Project Description	Service	Total Package Value £	Billed to date £
	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.			
Smarter Working - End Point Refresh (ICT ref: 108 Accelerated Endpoint Refresh - combines SPIR090 & SPIR108)	Under the current CSG contract between Capita and LBB, Capita have a responsibility to refresh the end user computing devices currently deployed to LBB employees on a rolling basis. In the Information Systems Method Statement supporting the delivery of services contracted to Capita under the main CSG contract, an approach is outlined; however, it has become clear during the course of the first year of contract that the approach as originally defined does not meet the Council's future requirements. This proposal sets out an alternative approach for meeting the responsibility to refresh end-user computing devices, whilst taking into account the need to be flexible with regard to device types and user work patterns.	ICT	350,905	350,905
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 have 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).	Other	59,887	57,765
Programme Services	Provision of salaried project and change posts, which are allocated to different projects across the Council's transformation portfolios	Transformation	1,430,097	731,873
Depot Relocation (Oakleigh)	Development of Planning applications for Oakleigh and B'Wood sites for the Depot	Capital (Non-Schools)	892,711	804,031
SPA Project Management (Phase 2)	Project management of Procurement Preparation Phase of the SPA Project	Transformation	368,300	347,466
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
Care Homes Remedial Works	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 1 only 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 March 2013).	Capital (Non-Schools)	60,834	33,282

Project Title	Project Description	Service	Total Package Value £	Billed to date £
HR Additional Capacity 2015 - 2017	As part of meeting challenging Medium Term Finance Strategy (MTFS) savings targets for 2015, 2016 and 2017, the council has formed Transformation Portfolios aligned to the Commissioning Directors, with projects in train or phased for delivery until March 2017. This work is also set alongside two further key areas of transformation: a) the 'Smarter Working' programme which includes a new workforce strategy, changes to use of technology and accommodation and b) the 'Unified Reward' project which is reviewing current job families and terms and conditions – developing options to make significant change in the latter part of 2015. Taken together, these programmes of work will have a major impact across the Council's retained workforce during 2015. The activity all needs to be co-ordinated, well planned and communicated. This has an emphasis on: • improving parts of our current HR policy framework and change management approach, including additional co-design with teams ahead of change, • more detailed and developed change management activities including well planned and managed communications within each Delivery Unit (DU), • a significant improvement in the transformation support provided to management teams to plan and effect change across their teams, conduct workforce planning, manage talent and improve performance, • strong planning and co-ordination across the DU work streams, 'Smarter Working' and 'Unified Reward' to avoid duplication, conflict or poor timing of transformational HR activity, • working with current Business Partners and the Employee Relations team to strengthen the support given to DU management teams in developing and deploying performance management and productivity techniques and approaches - focussing on areas of challenge in each DU, developing a plan to improve productivity, workforce development and performance management, • ensuring that resource capacity is in place with Business Partners and a new management team supports the organisation in developing options which assist with driving out the 10% workforce budget saving reduction required by 2020. Front loading this resource ensures early traction with the necessary projects to assist with meeting the efficiency target. It is recognised that in a period of complex change we will need to deploy additional HR transformation resources to provide the support required to deliver successful workforce change.	Transformation	926,759	926,759
Tribal Module & 2 Factor Authorisation	Implement a number of new modules into the existing tribal application. Some of these new modules will enable external users to access the system. In order to facilitate this access, two factor authentication (2FA) is required to meet PSN and Capita security standards.	ICT	86,904	50,947
Aggregated Procurement	The establishment of a procurement process for an 'aggregated procurement' approach for a single contracted partner for design and build work, to secure value, reduce longer-term procurement cost and drive benefits in design, supply chain management and cost control. This should achieve £1.5m cost avoidance in future procurements, but most importantly give the Council the partnership relationship it seeks for contractors in this area.	Other	400,000	366,667
OPE Phase 3	Support for LBB bid for Phase 3 funding of their One Public Estate initiative led by the Local Government Authority. From an initial submission supported by Capita, the Authority has secured £50,000. This SPIR	Capital (Non-Schools)	400,000	366,667

Project Title	Project Description	Service	Total Package Value £	Billed to date £
	is submitted to secure part of this funding from the Authority to develop a full business case on two asset based projects.			
Tarling Road Stage 3 Onwards	The aim of the commission is to develop a design within an agreed funding envelope for a new community centre at Tarling Road and to submit a planning application that once approved will allow a contractor to be procured to build the scheme. This document is now seeking approval to take the scheme forward to RIBA stage 3. This will deliver the following outputs: 1. A developed design to enable a planning application. 2. A cost plan to further inform construction costs for the scheme. 3. A project programme. 4. Various surveys to inform design and cost proposals. 5. Other surveys, assessments and advice to input into the planning application.	Capital (Non-Schools)	352,007	261,949
Daws Lane Stage 2	The aim of the commission is to develop a concept design for the new community facility (RIBA stage 2) that meets the expectations of the stakeholders but is deliverable within the constraints of the agreed funding envelope. The scheme can then be taken forward to a detailed design and a planning application. By taking the scheme to RIBA stage 2 the following outputs will be delivered: 1. A concept design that has been developed and agreed with both LBB and the various proposed end users. 2. Indicative cost information to inform a project budget. 3. Indicative programme to include planning, procurement and construction. 4. An agreed Project Brief.	Capital (Non-Schools)	160,919	160,919
JSNA	The Joint Strategic Needs Assessment (JSNA) is the evidence base for understanding population-level need in Barnet. It has been designed to inform joined up decision making and commissioning by the Barnet Health and Wellbeing Board, Barnet CCG, social care, public health, the wider public and voluntary sectors, and private sector service providers. This picture is then used to plan future provision, to ensure that the community has the health and social care services which it needs. The output of this project will be a relatively small but highly interactive and accessible micro-website that allows intelligent lay users (includes council and NHS commissioners, voluntary sector, GPs, Councillors, Barnet residents and public) to access and filter the content of the JSNA so they can find the analysis that is most meaningful to them.	ICT	24,876	-
Libraries Digital Transformation - RFID Upgrade	This proposal is for the procurement, installation and integration of 21 SmartServe 1000	ICT	216,340	208,015
Children's Social Care System (LCS & ContrOCC)	This brief is for CSG IT to ensure that the LCS (including EHM and all other linked applications), Wisdom and ContrOCC applications, supporting infrastructure and end point maintenance are all on an updated SQL server with the correct environments (as per the agreed specification and strawman) and all other	Other	50,739	-

Project Title	Project Description	Service	Total Package Value £	Billed to date £
	enabling technical work is completed to enable Family Services and third-party VPN to carry out the required testing. CSG are asked to provide the appropriate technical solutions.			
Customer Transformation Programme	The programme of work is looking to implement the initial phase of recommendations in the Customer Access Strategy. It also incorporates elements of the ICT strategy as a key enabler for change. The ICT business requirements will be one of the deliverables coming from the service redesign work.	Transformation	219,000	73,000
Liquid logic Data Warehouse	Implementation of a data warehouse and reporting capability that will allow the London Borough of Barnet (LBB) children's services business unit to create and run reports against combined data from the existing LCS, EHM and Controcc systems, discreetly from the production systems. Previously known as the Integrated Children's System (ICS), the Liquidlogic Children's Social Care System (LCS) allows case management and record keeping for children known to social care. The interlinked Early Help Module (EHM) enables case management, including via an external portal (Freja), for early intervention cases. The LCS case management workflow integrates with the ContrOCC finance application, developed by Oxford Computer Consultants (OCC), for simpler and more efficient invoicing and payments and also has an external portal using Freja.	Other	38,194	38,194
CAS Acceleration	This SPIR is for the acceleration of the implementation of the Community Asset Strategy. As part of the strategy the Council has undertaken to assess the rental value of each of its community buildings on the basis of full rental value for community use and to support effective utilisation and management of the assets. It is desired to accelerate this programme so that rental valuations and interviews with voluntary organisations are completed by May 2016.	Capital (Non-Schools)	63,417	33,482
Capital Programme Services	Portfolio management team for the delivery of the Capital Programme at London Borough of Barnet. The deployment of the resource pool and subsequently the programme services arrangement has delivered a beneficial arrangement for the authority and has led to the achievement of commercial arrangements that are significantly more attractive than the day rates contained within the main contract. This approach will provide improved delivery of the Capital Programme.	Transformation	294,584	106,668
Oak Hill Campus	Remedial Works project for Oak Hill Campus in order to improve the condition of the property following the latest condition report. There is a need to maintain Oak Hill Campus to the required legislative standard; so that the building remains compliant.	Capital (Schools)	26,546	26,546
CTP - F2F, Contact Centre & Digital Inclusion	This SPIR is to deliver a number of the recommendations from the Customer Access Strategy as part of the Customer Transformation Programme. The core components covered by this SPIR are: 1. A contact centres review 2. A Face to Face review 3. The production of a Digital Inclusion Strategy	Transformation	100,000	-

Mill Hill Depot Exit Strategy	• Develop and implement a strategy for vacating the Mill Hill Depot
	• Determine the viability of vacating parts of the site early
	  - Energy centre
	  - Contractor parking
	• Determine scope for achieving vacant possession
		Capital (Non-Schools)	17,280	14,580

Greenspaces	Delivery of new facilities at Barnet Copthall and Oakhill Park that are "like for like" in planning terms. These two sites will deal with the majority of the Greenspaces provision. The remaining requirement will be delivered across a range of other sites. It is likely that the solution will involve a combination of a	Capital (Non-Schools)	892,685	391,900

Project Title	Project Description	Service	Total Package Value £	Billed to date £
	change of provision at the Oakleigh Road site and use of the site, currently used by LB Harrow at Forward Drive.			
OPE Phase 3	Delivery of various One Public Estate Grant Funded activities	Capital (Non-Schools)	301,395	93,887
Meadow Close	The re-provision and re-location of Meadow Close children's home	Capital (Non-Schools)	142,558	32,312
Blessed Dominic& St James' School Expansion	Delivery of Design and Technical Services in relation to school expansion	Capital (Schools)	326,501	217,667
Cambridge Education Additional Finance Support	Customer Support Group to provide Finance support for up to a 12 week period while Cambridge Education recruits to the new role.	Other	14,472	-
SPA (Copthall & Church Farm replacement)	The Sports and Physical Activity project is to improve the leisure estate, by providing two new leisure centres at Copthall and New Barnet.	Capital (Non-Schools)	659,327	164,832
Libraries Options Assessments	Our proposal is based on providing options assessments for six library sites	Capital (Non-Schools)	31,500	-
PRU	Improvements to the Pavilion Pupil Referral Unit are required to ensure current and future needs for Alternative Provision (AP) can be met	Capital (Schools)	30,466	-
Schools Modernisation 2016	Annual Modernisation Programme for Schools/Education in Barnet carrying out essential school maintenance.	Capital (Schools)	393,720	-
Libraries HR Proposal Phase 3	HR support for the future delivery model of the Council Library Service	Other	79,642	-
Hollickwood	Review the potential to enhance the Hollickwood Primary School facilities on their existing site through the disposal of adjacent land within their ownership.	Capital (Schools)	8,000	-
Employee Headshot Proposal	Enhance the functionality of the Employee Portal (Barnet Intranet) by implementing a complete library of up to date structure charts for the top tiers of management in each Delivery Unit, group or partner organisation.	Other	2,350	-
Benefit Cap Taskforce	Co-location of Discretionary Housing Payment officers as part of the Benefit Cap Task Force	Other	271,956	271,956
Libraries Service - HR related activities	HR support for the Future Delivery model of the Council Library Service	Other	76,585	76,585
Schools Modernisation 2015	CSG Estates team have been instructed to plan, programme and deliver the Modernisation Programme for Schools/Education in Barnet on an annual basis. The 2015/16 programme scope consists of carrying out school maintenance items that are essential for the Authority to maintain the schools identified to the required legislative standard; so that they are compliant and can remain open	Capital (Schools)	156,082	156,082
OPE Phase 3	Support for LBB bid for Phase 3 funding of their One Public Estate initiative led by the Local Government Authority. From an initial submission supported by Capita, the Authority has secured £50,000. This SPIR is submitted to secure part of this funding from the Authority to develop a full business case on two asset based projects.	Capital (Non-Schools)	43,999	43,999
BSCB Information	The aim of the project is to review the operational practice around the sharing of information between	Other	11,250.00	11,250

Project Title	Project Description	Service	Total Package Value £	Billed to date £
Sharing	partner agencies in Barnet, and the extent to which they enable the effective early identification, assessment and service provision in the safeguarding of children			
EU Referendum support	Additional Customer Services resource to cover EU Referendum activities and the IVR implementation	Other	20,000.00	20,000
Parking Support	Parking Service additional resource to meet the increase in demand within the Customer Services areas due to e-permits and CCTV project implementation.	Other	110,262.00	110,262

Appendix 3 – Corporate Programme Resources

Project	Current Status	Role
A8: New build of CIL and Grahame Park Library	Deployed	PM
Adults Social Care PM	Deployed	PM
Libraries Strategy	Deployed	PM
Social Care Direct Resource	Deployed	BAU
Depot Relocation Programme Manager	Deployed	Prg Manager
Community Centre PM	Deployed	PM
Street Scene CM	Deployed	Change Manager
EIP / FEE2	Deployed	PM
SPA Commercial Lead	Deployed	Commercial Lead
CIC Resource Mngt	Deployed	BAU
StreetScene PM	Deployed	PM
StreetScene PO	Deployed	Project Officer
SPA PM	Deployed	PM
Meadow Close	Deployed	PM
Intranet: phone book and Structure Charts	Deployed	PM
Adults SCD Contact Centre team	Deployed	BAU
Libraries Capital Programme Manager	Deployed	Prg Manager
Libraries Support 2	Deployed	Project Officer
Adults Transformation Prog	Deployed	PM
Adults Transformation Project Support	Deployed	Project Officer
Adults Transformation PMO	Deployed	Project Officer
CIL and Grahame Park	Deployed	PM
PRU	Deployed	PM
Adults Assessment Hub	Deployed	PM
Data gathering exercise for maps	Deployed	Insight