

Customer Support Group (CSG) – Q2 2015/16

1. SUMMARY

1.1 DELIVERY UNIT DASHBOARD

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

| | Performance |
|-------------------|-----------------|
| Green rated | 95% (22) |
| Green Amber rated | 0% (0) |
| Red Amber rated | 0% (0) |
| Red rated | 5% (1) |

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements

Accommodation consolidation to save £5m a year

CSG has successfully managed the Council's office consolidation project. Council staff and partners have moved out of NLBP Building 4 into Barnet House and NLBP Building 2. The move out of NLBP Building 4 will save the Council around £5.4 million a year, ahead of the planned move to dedicated headquarters in Colindale in 2017. The moves are a key part of the overall response to meeting the financial challenges facing the council between now and 2020.

HR Service Improved and Establishment Data Baselined

The HR Service has made excellent progress on the Service Improvement Plan. A full cleanse of the establishment and hierarchy data within Core HR has been completed providing the Council with a solid baseline to improve controls moving forward.

In order to maintain the data quality new processes have been put in place for additions, changes and leavers; there will also be

Top 3 Achievements

regular audits.

Customer Services: Channel Shift and Improved Customer Journeys

Customer Services have also delivered a series of new telephone menu options and recorded messages, known as Interactive Voice Responses (IVR), so that customers get simple queries answered at the touch of a button instead of queuing for a customer services advisor. They have implemented an automated switchboard that uses voice recognition software, and have also removed unnecessary handoffs from 16 service transactions in Parking and Assisted Travel so that they are now categorised as 'single agent resolution', designed to improve customer satisfaction and speed of resolution.

| Key Escalations | Actions required |
|---|---|
| <p>IT: Investing in IT project delivery</p> <p>This project relates to the implementation of a replacement Adult case management platform, which once complete will provide a greater support to the Council's Adults team.</p> <p>The planned delivery date of this project has slipped into 2016, this has been partly due to additional scope added to the project and inaccurate project assumptions; although there have been material issues with the core delivery.</p> | <p>Completed actions</p> <ul style="list-style-type: none"> • Restructured the project team • Improved governance and senior level review sessions with key stakeholders <p>Action in progress</p> <ul style="list-style-type: none"> • A revised scope and baseline plan is being progressed to sign-off with the Council |
| <p>Face to Face</p> <p>Whilst the initial wait time has improved for the quarter and remained under 10 minutes, it has consistently been above 5 minutes target.</p> <p>Secondary wait time in Barnet House has improved on the previous quarter but it still remains higher than 10 minutes average</p> | <p>Closed Actions:</p> <ul style="list-style-type: none"> • Recruitment of a new manager and three temporary agents has been completed. <p>Open Actions:</p> <ul style="list-style-type: none"> • The face to face transformation programme will deliver improvements in the customer journey and will introduce improved self service capabilities supported by an appointment |

| Key Escalations | Actions required |
|-----------------|--|
| | <p>based system for complex cases. This project is scheduled to go live in November.</p> <ul style="list-style-type: none"> • Process improvement is being reviewed with Revenues & Benefits • A proposal to improve the document verification process is being reviewed, as these transactions constitute 85% of the footfall. Current verification process affects the length of the transaction, which can go over 10 minutes in some instances. <p>In light of the current issues and the increased waiting times on face to face this quarter, we have a formal action plan in place.</p> |

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

Quarter 2 has been a successful period for CSG with operational performance being good with only one KPI failure. The focus in Q2 has been around the building moves in NLBP and Barnet House along with progressing the activities in the Service Improvement Plans for HR and Customer Services, these have all moved forward in line with plan.

The focus of the CSG **Finance** service over the last quarter has been in three key areas:

1. Completing the 2014/15 Financial Statements for the Council and Pension Funds Financial Statements – both sets of financial statements were approved by their respective committees with an unqualified audit opinion and subsequently both were signed by the Director of Finance and Deputy Chair of the Audit Committee in line with the statutory deadline.
2. Upgrading the Integra Financial System – The Integra reporting platform was upgraded in August 2015 as planned and successfully rolled out. The new platform will provide the opportunity for further development of the system with a greater level of self-service functionality to be developed in due course in partnership with the Integra User Group.

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

The **Revenues and Benefits Services** have met their three KPI's for the quarter. The in-year net collectable Council Tax has increased by £5m for 2015-16 compared to 2014-15 due to the change to Council Tax Support and the growing Council Tax property base; as at September 2015 £2.7m more has been collected than in September 2014.

However, there has been an increase in the level of outstanding correspondence on Council Tax and a recovery plan has been set in place to manage this workload going forward with additional resources being utilised to reduce the level of work outstanding and improve the average processing time.

Direct Debit take up has now risen to 62.86% and we continue to promote payment by direct debit at each stage of the Council Tax billing process and via customer interactions with the contact centre.

There has been a high level of Revenues and Benefits cases progressing to stage 3 complaints in the quarter. Some due to the quality of the stage 1 and 2 complaint handling, the quality of complaints will continue to be monitored to ensure an improvement is seen in the next quarter and this alongside the letter writing training that has taken place will improve this delivery over the next period.

During the quarter **Customer Services** failed the increased Customer Satisfaction target, however, all other KPI's were met. Telephony and face to face satisfaction both exceed the 80% target with web and email services finishing significantly below 80% target.

The Customer Services team have made good progress with the Service Improvement Plan, with a particular focus on channel shift and improved customer journeys, including:

- Successfully implementing a series of new Interactive Voice Responses (IVR) on the telephony service in August and September (Revenues & Benefits, Assisted Travel, Libraries, and School Admissions). We continue to monitor the impact on contact reduction and liaise with the relevant services on any improvements based on both customer and service feedback.
- This quarter 16 customer enquiry classifications have been converted to single agent resolution, these classifications relate to the Parking and Assisted Travel service.

- Changes that have impacted the parking services have removed hand offs between staff so that customer enquiries are now being dealt with at first point of contact for certain permits/voucher types.
- Four classifications within Assisted Travel have been changed so that agents are dealing with enquiries at first point of contact. These changes now mean Freedom pass appeals and applications; badge misuse and applications no longer require hand off to other staff.
- During August the auto attendant service has been implemented for the switchboard. In September, 56.5% of the contact went via automated transfer.

These changes will improve the customer experience and make dealing with customer enquiries more efficient.

Take-up for the new resident facing My Account website has increased since go-live in March with almost 10,000 registered users by the end of August. Two enhancement releases were carried out during the quarter, this included improved search and defect fixes.

The **HR Service** has made excellent progress on the Service Improvement Plan, specifically a full cleanse of the establishment and hierarchy data within Core HR has been completed providing the Council with a solid baseline to improve controls moving forward. In order to maintain the data quality new processes have been put in place for additions, changes and leavers; there will also be regular audits.

There have been no KPI failures for payroll accuracy over the last three months, even with the KPI pass measure becoming more challenging; this reflects the value from the service improvement and process reviews referenced in the report last quarter. The new Market Factor Supplement was paid in September payroll.

The HR Business Partners team have been working closely with Heads of Service, providing them with MI information to track and manage absence levels. Data analysis will be provided to each Delivery Unit from October 2015 and Quarterly sickness reports will be presented to the Council's Workforce Board from November 2015. Additional activity that has taken place throughout the quarter includes completing the restructure of the Early Years' service area which was effective 1st September.

The **Health and Safety** team increased take up within schools in the Borough and have been supporting the business in the planning and preparation of the relocation moves.

The **IS Service** met all the KPI's in the period.

The ICT Strategy has been completed and subject to approval will be used to direct initiatives and projects moving forward, to ensure they are in line with the Council's chosen direction.

There has been a high level of project activity over the quarter, with the highest profile projects being:

- Support the IT changes required for the 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 Council's Adults team. As outlined above this project has not progressed in line with plan, but has been subject to delays. It has increased governance and resourcing to address the situation.
- The Active Directory Infrastructure was renewed and upgraded to AD 2012 from 2003, this provides increased security and ability to effectively manage environment.

The **Procurement** savings achieved for the Council now stand at £3.4m against target of £3.27m by end of Sept 2015, with 138 savings projects either completed, in progress or in the savings pipeline.

All Procurement KPI's have been on or above target for the quarter.

The Ecosystem approach has been a focus area within CSG and the Council during the period. It was identified that the role of the local ecosystem will play a hugely important part of future plans and it is vital that the CSG efforts in this area are aligned to the needs of the council, including:

- How to create, support and manage the local economy to create a sustainable supply chain which aligns with longer term Council commissioning strategies
- Build capacity within the local economy
- Greater use of insight to drive decision making
- Better linkage of procurement strategies to the commissioners plans and longer term Council objectives

Estates have successfully concluded a number of projects in the quarter and operational performance has been good. Property Services, Building Services and Facilities Management teams have supported a number of key projects including those linked to the Council's office consolidation project.

Building Services team have progressed a number of projects including the completion of all of the Bulge Classrooms (temporary accommodation) projects, on time during the summer holiday period. Four of the new classrooms were built in a sustainable manner using the Structural Insulated Panel (SIP) system with solar panels in roofs – this means significant energy saving and CO2 reduction.

The Best Hub Training Centre project, which was to relocate training room's facilities from North London Business Park Building 2 to Old Orion School, was completed within challenging timescales. The facility was ready for use by 1st September 2015 and provides 7 training rooms and 1 conference room.

A new Mailroom has now been fully operational in Barnet House to service the mail needs for all the staff based at Barnet House. During this quarter, the Print & Mail team are now fully managing the Print service desk internally and supporting the staff on daily basis with their print related issues.

Additional Security has been in place at Barnet house for two full months due to the increased risks involving evictions at Sweets Way. There have been three separate occasions in the month of September when protestors and demonstrators have attempted to take over the building. This has so far been managed successfully by security and the FM team. This additional measure will remain in place until the risk has reduced.

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.

1.5 SERVICE CREDITS PAYABLE IN PERIOD

| Period | KPI | Performance Level v Target | Service Credit Applied (£'s) |
|--|--------------------------------------|-------------------------------|------------------------------|
| Q2 – 15/16 | CSG/C4 - GovMetric Customer Services | 72.5% achieved v's 80% target | £9,905 |
| Total Service Credits in Period | | | |

2. CONTRACT REPORTING

2.1 Overview of performance against Contract

| | RAG | | | | | | 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 previous outturn | |
| Strategic | 1 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 1 |
| Critical | 21 | 0 | 0 | 1 | 22 | 3 | 13 | 8 | 4 | 25 |
| Overall | 96% (22) | 0% (0) | 0% (0) | 4% (1) | 100% (23) | 12% (3) | 54% (14) | 31% (8) | 15% (4) | 26 |

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

| Ref | Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i> | Type of indicator | Period Covered <i>Timeframe data has been measured</i> | Previous Result <i>Previous result from the most relevant period</i> | Target <i>Achievement level expected</i> | Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i> | Result <i>Most recent result of the indicator measurement</i> | Target Variance <i>A calculation of how far the outturn is from the target</i> | Direction of Travel <i>An assessment of whether performance has improved since the previous results</i> | Benchmarking <i>How performance compared to other councils</i> |
|--------|--|-------------------|---|---|---|--|--|---|--|---|
| CSG/C4 | GovMetric Customer Services | Critical | July-Sept 2015 | 73.3% | 80.0% | 24,727/ 34,126 | 72.5% | 9.4% | Worsening | |

2.3 Interventions & Escalations

| KPI NO and title | Comments and Proposed Intervention |
|------------------|------------------------------------|
|------------------|------------------------------------|

| KPI NO and title | Comments and Proposed Intervention |
|---|--|
| <p>CSG/C4 GovMetric Customer Services</p> | <p>Intervention Level 2 - Operational improvement plan within Delivery Unit</p> <p>During the quarter Customer Satisfaction for the initial contact was below the target level.</p> <p>The web and email satisfaction scores are typically the lowest across all channels for every organisation with inevitably face to face and telephony likely to remain higher due to the personal nature of the interaction.</p> <p>However, as we improve the functionality available on the web along with marketing the service and therefore successfully increase usage, we need to focus on quality and user experience. We continue to target the top 10 pages that contribute to poor scores each month. The Channel Development Team monitors 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.</p> |

3. RESOURCES AND VALUE FOR MONEY

3.1 Contract price

3.2 Capital

N/A

3.3 Contract Changes in Period

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

Cumulative Contract Change Summary

| Change Raised by | Status | Number of Changes | Summary Financial Impact (£s) |
|------------------|-----------|-------------------|-------------------------------|
| Authority | Agreed | 11 | 627,547 |
| | Cancelled | 2 | |
| | Pending | 3 | |
| Sub Total | | 16 | |
| Service Provider | Agreed | 23 | (934,604) |
| | Cancelled | 15 | |
| | Pending | 19 | 243,104 |
| Sub Total | | 57 | |
| Total | | 73 | (63,953) |

4. OVERVIEW OF DELIVERY UNIT

4.1 Managing the Business

This quarter saw CSG services meeting or exceeding all but one target in the period.

| Description | Variations | | | | Comments | % Variation of revised budget |
|--------------------|-----------------|---------------|---------------|------------|---------------------------------------|-------------------------------|
| | Original Budget | Budget V1 | Q2 Forecast | Variation | | |
| | £000 | £000 | £000 | £000 | | |
| CSG Managed Budget | 3,986 | 3,656 | 3,656 | - | | 0.0% |
| CSG Management Fee | 16,836 | 17,954 | 18,454 | 500 | true costs around the Civica contract | 2.8% |
| Total | 20,822 | 21,610 | 22,110 | 500 | | 2.3% |

Finance

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

Following the appointment of the Pension Fund's investment advisors, the service supported the review of the fund's investment strategy which was presented to the Pension Fund Committee. Subsequently the service has taken forward the investment decisions made by the committee in realigning the fund's investment portfolio

Revenues and Benefits

The revenues and benefits service has maintained the KPI delivery on benefits but the level of work outstanding on Council Tax has increased in the quarter. The focus for Q3 will be maintaining the improvements made on the benefits correspondence whilst ensuring the recovery plan in place on the Council Tax post levels.

Customer Services

In relation to the current KPIs that apply, the service has achieved 5 of the 6 KPIs:

- CSO KPI 10a – Customer Satisfaction, initial contact - achieved a quarterly outturn of 72.5% (80% target) – We have seen a decrease in telephony customer satisfaction from 91% to 89.8%. The decrease has been largely attributed to the

implementation of a series of new Interactive Voice Responses (IVR) on the telephony service in August and September; some of these are closed loop IVR's, where a caller is provided the information via an automated agent rather than a person. On the whole this has been successful but some fine tuning has been necessary and has had an impact on the customer satisfaction and the score for the quarter. Face to face customer satisfaction has improved on previous quarter, exceeding the target at 80.6%. Email and web satisfaction has decreased since the previous quarter, with an increase in both email volumes and feedback.

- CSO KPI 10b – End to End Customer Satisfaction – during the period end to end Customer Satisfaction survey results for KPI 10b were 61.3% against the 60% target, with 160 surveys completed. Work is being undertaken to increase survey response levels.
- CSO KPI 11 – Single Agent Resolution - this quarter 16 Classifications have been converted to single agent resolution, which exceeds the target of 11 this period. These classifications relate to the Parking and Assisted Travel service. Changes that have impacted the parking services have removed hand offs between staff so that customer enquiries are now being dealt with at first point of contact. These changes will improve the customer experience and make dealing with customer enquiries more efficient.
- 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 89.0% 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) - during the quarter there were 7 CAS cases identified and all were resolved within SLA; we continue to provide training and guidance to maximise the likelihood that CAS cases are identified and treated as a priority.

CS 1a Face to Face Initial Wait Times and CS 1b Face to Face - Average Secondary Wait Time – whilst there were slight improvements in wait times overall for the quarter, they remain above the target.

Secondary wait time continues to be longer than the target. 85% of our footfall consists of the document drop, with a lengthy verification process. The handling time is long and goes over 10 minutes in some instances. We are currently negotiating the verification improvement process, which should reduce the handling time and increase the efficiency.

Introduction of the new ticketing system in November 2015 will improve the customer experience as the complex cases will be managed on an appointments basis, reducing the occurrences of the long waits. We have also improved the IT capability of the self service area to enable self-serve, where the functionality is available on line.

Despite the higher wait times, customer satisfaction for the quarter was 80.6%, which is improvement of 1.6% on previous quarter.

CS PI 3 – emails and webforms (5 day response) – performance this quarter has dropped significantly, with the 90% target only achieved in August. This quarter has seen extremely high attrition, which has impacted on the resource available to work on this PI. We are recruiting further 14 advisors over October and November, which is expected to cover the shortfalls across service areas.

CS PI 5 – Members Enquiries - performance on a monthly basis has been variable and there is a perception that the quality of service provided is inconsistent, the average for the quarter is 94.7% against the 95% target. An action plan has been produced and is reviewed on a weekly basis. Since the implementation of the action plan a new internal escalation process has been implemented and additional monitoring is being undertaken, the team is also being strengthened. We are having a series of workshops with Members in October to iron out any issues and clarify the process, which will be presented to P&CM Committee.

CS PI 6 – Telephony (80/60) (target 80%) – Since July, this PI has been changed to 80% of the calls answered in 60 Seconds. We have exceeded the target for 2 of the months in the quarter and came 2.6% under the target in August. Overall 79.5% was achieved over the quarter; this was impacted by higher than anticipated attrition and absence.

HR Service

The **HR service** has significantly improved in recent months and addressed the core issues that have been raised previously; all the KPI's were achieved this quarter, compared with four failures last quarter. The Service Improvement Plan is progressing in line with targets and the benefits can clearly be seen from the improved service.

The service met the payroll accuracy KPI's despite a high volume of transactions for September changes within schools, along with the pay award for September.

A face to face training session has been delivered for school representatives, with further one in November.

The **Occupational Health** service delivered on behalf of Capita by Medigold Health has established a robust service following the transition period. The progress made during this quarter is summarised below:

- The Absence Manager proposition has been explored to reduce direct and indirect unplanned absence costs – a business case is in draft
- Enrich the content on Barnetwork - a series of information sheets have been developed which will be transitioned onto Barnetwork.
- Deliver two wellbeing days in conjunction with Public Health – following the success of the first wellbeing day in June, the second one has been arranged for October.

IS Service

The IS service performed well against the key performance indicators, with all being met. Incident Resolution averaged 91.9% compared with 94.5% for the previous quarter, against a monthly 91% target.

The Critical System Availability significantly improved in the quarter, with July and August being 100%, the average was 99.9% compared with 99.5% in the previous period.

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 September 2015 is £3.27m, against that savings of £3.4m were delivered.

Other activities include:

- Commencement of design and build tender process for two new leisure centres as part of the Sports and Physical Activity Contract.
- Additional resource has been engaged to support RE and work on the aggregated capital works procurement workstream. A key component of the aggregated construction procurement will be attaining greater value for money, improved planning and additional social value such as creating apprenticeships and employing local people to do the work where possible.
- 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 will lead to a reduced administration burden for Council staff.

- Development of Benefits Realisation guidance and training to support the Council's Contract Managers.

Estates

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

Property Services are charged with monitoring the Authority's property commercial rental income, this income is subject to a contractual guarantee of £2.18m for the year to August 2015, in the period £2.29m was achieved exceeding the target by £0.1m.

Under the Facilities Management Resolution KPI a total of 535 support calls were received in the quarter. Due to office moves there was an increase of calls during the month of September 2015, but the KPI was met for each month in the period.

5. Risk Overview

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

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

Risk Commentary for Delivery Unit:

Risks reported are those carried forward from Q1 with updated control actions.

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 Q1 2015-16: 1. Further asbestos training for additional staff (who did not attend the training that was carried out during 2014-15) now | Treat | Quarterly | Major 4 |

| Risk | Current Assessment Impact Probability Rating | | Control Actions | Risk Status | Board Assurance (timing) | Target Assessment Impact Probability Rating |
|------|--|--|---|----------------|--------------------------------|---|
| | | | <p>expected to start in Q4</p> <p>2. CSG Estates asbestos management plan has been agreed and SPIR submitted</p> <p>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</p> <p>Q2 2015-16</p> <p>1. Training has not begun as schools have yet to provide list of staff that require training but have yet to attend. This is being chased by the CSG SHaW team.</p> <p>2. As in the previous quarter, 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</p> | | | |

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 | 5,406 | 632 | 669 | 6,707 |
| Percentage of respondents | 81% | 9% | 10% | |
| Telephone, Service | | | | |
| Number of respondents | 14,852 | 1,264 | 414 | 16,530 |
| Percentage of respondents | 90% | 8% | 2% | |
| Web, Service | | | | |
| Number of respondents | 3,813 | 1,149 | 4,442 | 9,404 |
| Percentage of respondents | 41% | 12% | 47% | |
| Email, Service | | | | |
| Number of respondents | 661 | 540 | 316 | 1,517 |
| Percentage of respondents | 44% | 35% | 21% | |
| Total: | | | | |
| Number of respondents | 24,732 | 3,585 | 5,841 | 34,158 |
| Percentage of respondents | 72% | 9% | 18% | |

Monthly breakdown and overall quarterly GovMetric performance by Channel

| All channels | Target | Phone | Email | Web | F2F | Total |
|--------------|--------|-------|-------|-------|-------|-------|
| July | 80% | 90.9% | 42.7% | 41.6% | 79.7% | 74.3% |
| August | 80% | 90.0% | 45.8% | 38.4% | 79.5% | 72.2% |
| September | 80% | 88.4% | 42.4% | 41.8% | 82.6% | 70.9% |
| Qtr to Date | 80% | 89.8% | 43.6% | 40.6% | 80.6% | 72.5% |

Commentary

Overall

The increased target for the quarter of 80% satisfaction was not achieved, with 72.5% being the overall rating although there continue to be significant variations by channel. 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 August 2015 rated Barnet face to face satisfaction as 3rd 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 January 2014. Daily management reports now track performance against the channel satisfaction index, to focus improved satisfaction across all channels.

Face to face satisfaction exceed the 80% target, improving the 78.7% satisfaction from the previous quarter by 1.9%. 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; we have implemented advisor codes, which will allow us to link feedback to each advisor such that further training can be carried out where needed.

Web

The quarterly performance for the web was 40.6% which was a reduction from the previous quarterly score of 42.4%. We continue to focus on the top 10 pages that contribute to poor scores each month. The Channel Development Team monitors 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, we anticipate that the initiative we are taking will drive the improvement in the score, although inevitably face to face and telephony scores are likely to remain higher due to the personal nature of the interaction.

Telephone

We have seen the reduction in telephony score throughout the quarter and overall quarterly satisfaction is 1.2% lower on previous quarter, down to 89.8%, but remains the best performing channel with 60% of all responses.

We have also implemented a series of new Interactive Voice Responses (IVR) on the telephony service in August and September; some of these are closed loop IVR's, where a caller is provided the information via an automated agent rather than a person. On the whole this has been successful but some fine tuning has been necessary and has had an impact on the customer satisfaction and the score for the quarter. During the tuning we worked closely with Delivery Units on the improvements, the Govmetric scores have improved since the latest changes were made to the IVRs in mid-September.

We have implemented agent codes which 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 47.1% to 43.6%. Whilst overall satisfaction has reduced in this quarter, the volume of "poor" feedback has decreased by 15% and the volume of average feedback has increased by 18%.

The volumes of emails increased through the quarter and had an impact on Service Level response times, affecting the customer satisfaction score to a degree. Attrition throughout the quarter was higher than planned, which has impacted the resource pool available for the admin work.

It is recognised that email performance remains below the overall target of 80% 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. We are also recruiting up to 14 advisors during October and November.

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

Appendix 1 – Key Performance Indicators

| Ref | Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i> | Type of indicator | Period Covered <i>Timeframe data has been measured</i> | Previous Result <i>Previous result from the most relevant period</i> | Target <i>Achievement level expected</i> | Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i> | Result <i>Most recent result of the indicator measurement</i> | Target Variance <i>A calculation of how far the outturn is from the target</i> | Direction of Travel <i>An assessment of whether performance has improved since the previous results</i> | Benchmarking <i>How performance compared to other councils</i> |
|------------|---|--------------------------|--|--|--|---|---|--|---|--|
| CSG/S1 | Resident Satisfaction - It is easy to access Council services | Strategic | July-Sept 2015 | 68% | 54.0% | N/A | 70.0% | 29.6% | Improving | |
| CSG/C1 | Benefits claims processing - new claims | Critical | July-Sept 2015 | 7 | 9 | $\frac{25,780}{3,057}$ | 8 | 11.1% | Worsening | |
| CSG/C2 | Benefits claims processing - changes in circumstances | Critical | July-Sept 2015 | 4 | 6 | $\frac{269,915}{46,226}$ | 6 | 2.7% | Worsening | |
| CSG/C3 | Accuracy of benefit assessments | Critical | July-Sept 2015 | 95.4% | 93.0% | $\frac{1,837}{1,933}$ | 95.0% | 2.2% | Worsening | |
| CSG/C5 | Resolution Satisfaction – Survey Monkey | Critical | July-Sept 2015 | New | 1 | $\frac{98}{160}$ | 1 | 2.1% | new | |
| CSG/C6 | Single Agent Resolution Classifications | Critical | July-Sept 2015 | 16.5% | 16.17% | $\frac{374}{2,282}$ | 16.4% | 3.6% | Worsening | |
| CSG/C7 | Customers needing additional support | Critical | July-Sept 2015 | 4 | 2 | $\frac{72}{16}$ | 5 | 200.0% | Improving | |
| CSG/C8 | Meeting SLA Customer Services (Parking) | Critical | July-Sept 2015 | 98.0% | 85.0% | $\frac{1,414}{1,589}$ | 89.0% | 4.7% | Worsening | |

| Ref | Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i> | Type of indicator | Period Covered <i>Timeframe data has been measured</i> | Previous Result <i>Previous result from the most relevant period</i> | Target <i>Achievement level expected</i> | Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i> | Result <i>Most recent result of the indicator measurement</i> | Target Variance <i>A calculation of how far the outturn is from the target</i> | Direction of Travel <i>An assessment of whether performance has improved since the previous results</i> | Benchmarking <i>How performance compared to other councils</i> |
|------------|---|--------------------------|--|--|--|---|---|--|---|--|
| | and Assisted Travel Only) | | | | | | | | | |
| CSG/C9 | CAS SLA no worse than SLA (Parking and Assisted Travel Only) | Critical | July-Sept 2015 | 100% | 100% | $\frac{7}{7}$ | 100% | N/A | Same | |
| CSG/C11 | Incident Resolution | Critical | July-Sept 2015 | 94.5% | 91.0% | $\frac{2,099}{2,285}$ | 91.9% | 0.9% | Worsening | |
| CSG/C12 | Critical System Availability | Critical | July-Sept 2015 | 99.6% | 99.5% | $\frac{1,609}{1,610}$ | 99.9% | 0.4% | Improving | |
| CSG/C13 | DBS Verification Adults | Critical | July-Sept 2015 | 99.8% | 100.0% | $\frac{410}{410}$ | 100.0% | 0.0% | Improving | |
| CSG/C14 | Payroll Accuracy - Payroll Error Rates | Critical | July-Sept 2015 | 3.4% | 0.1% | $\frac{7}{7,723}$ | 0.1% | 30.3% | Improving | |
| CSG/C15 | Payroll Accuracy - Correct pay Dates | Critical | July-Sept 2015 | 100.0% | 100.0% | $\frac{7,723}{7,723}$ | 100.0% | 0.0% | Same | |
| CSG/C18 | Contract compliance - new contracts over £25k | Critical | July-Sept 2015 | 100.0% | 100.0% | $\frac{430,208,118}{430,208,118}$ | 100.0% | 0.0% | Same | |
| CSG/C19 | Contract compliance - legacy contracts over £25k | Critical | July-Sept 2015 | 99.8% | 98.9% | $\frac{1,862,570,696}{1,866,226,153}$ | 99.8% | 0.9% | Worsening | |

| Ref | Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i> | Type of indicator | Period Covered <i>Timeframe data has been measured</i> | Previous Result <i>Previous result from the most relevant period</i> | Target <i>Achievement level expected</i> | Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i> | Result <i>Most recent result of the indicator measurement</i> | Target Variance <i>A calculation of how far the outturn is from the target</i> | Direction of Travel <i>An assessment of whether performance has improved since the previous results</i> | Benchmarking <i>How performance compared to other councils</i> |
|------------|---|--------------------------|--|--|--|---|---|--|---|--|
| CSG/C20 | Effective Contract Management - complex legacy contracts CPRs | Critical | July-Sept 2015 | Pass | 60.0% | Pass | Pass | N/A | Same | |
| CSG/C25 | Building Statutory Compliance | Critical | July-Sept 2015 | N/A | Pass | N/A | Pass | N/A | N/A | |
| CSG/C26 | Facilities Management Incident Resolution | Critical | July-Sept 2015 | 100.0% | 100.0% | 540 540 | 100.0% | 0.0% | Same | |
| CSG/C35 | Resident Satisfaction - staff are friendly and polite | Critical | July-Sept 2015 | 80% | 78.0% | N/A | 84% | N/A | Same | |
| CSG/C36 | Resident Satisfaction - Responds quickly when asked for help | Critical | July-Sept 2015 | 50% | 49.0% | N/A | 56% | N/A | Same | |
| CSG/C37 | Compliance with Authority Policy | Critical | July-Sept 2015 | Pass | Pass | N/A | Pass | N/A | Same | |

Appendix 2 – Contract Variations

New Change Requests for the period are shown below.

| Reference | Title | Description | Change Raised by | Status at 30-Sept-15 | Financial Impact | Service Impacted |
|-----------|--|---|------------------|----------------------|------------------|-------------------|
| CR067 | Adult Social Care activities and resourcing | Increase the activities carried out at first point of contact in the ISCD team to enable it to manage demand more effectively and efficiently, additional resource required. | Service Provider | Cancelled | NIL | Customer Services |
| CR068 | Change to KPI11 Single Agent Resolution baseline figures | Change to CRM classification structure to increase the number of classifications within CRM to facilitate the managing and reporting of complaints. | Service Provider | Pending | TBC | Customer Services |
| CR069 | Customer Services – CE Enquiries | To review the processing of all email and postal CE enquiries. | Service Provider | Cancelled | NIL | Customer Services |
| CR070 | Unqualified External Audit KPI and PI to Pass or Fail | Currently has a completion date of the 18th July. The date is driven by the date of the Audit Committee where the accounts authorised and signed. This year the date of the committee is Thursday 30th July. This CR requests to have this date amended going forward to reflect a Pass/Fail Service Provider Target as opposed to a date requirement | Service Provider | Pending | TBC | Finance |
| 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 | Service Provider | Pending | TBC | Finance |

| Reference | Title | Description | Change Raised by | Status at 30-Sept-15 | Financial Impact | Service Impacted |
|-----------|---|---|------------------|----------------------|------------------|-------------------|
| | | 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. | | | | |
| CR072 | CSG Estates - Lease Renewals and Rent Reviews Output Specification Volume Increases | Output specification to be amended to reflect the higher volumes of lease renewals and rent reviews that are required. | Service Provider | Pending | TBC | Estates |
| CR073 | E-Permits Project | Implementation of new electronic process for resident parking permits | Authority | Pending | TBC | Customer Services |

Appendix 3 – Corporate Programmes Projects

| Project Title | Project Description (include the products and deliverables of the project) | Service | Total Package Value £ | Billed to date £ |
|---|--|-------------------|--------------------------|---------------------|
| 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 | Capital (Schools) | 145,950 | 128,436 |
| 2013 Secondary Schools | This project is to deliver the following a. Expansion of The Compton Secondary School to provide 1 additional form of entry b. Expansion of Copthall Secondary School to provide 1 additional form of entry c. Expansion of Christ’s College Secondary School to provide 1 additional form of entry | Capital (Schools) | 238,140 | 204,100 |
| 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 Monkfrith 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 | Capital (Schools) | 1,139,382 | 844,630 |
| Unified Reward Structure | This project is required as part of the workforce strategy and, in particular, the ‘recognising and rewarding performance’ strategic theme. | Transformation | 433,126 | 393,922 |
| Council Tax Support Scheme Initial project | To ensure that the additional debt created as a result of Barnet’s CTS scheme is collected to an agreed level and ensure that the appropriate activities are implemented to maximise such collection for the Council Tax | Other | 462,032 | 282,054 |

| Project Title | Project Description (include the products and deliverables of the project) | Service | Total Package Value £ | Billed to date £ |
|---|---|-----------------------|--------------------------|---------------------|
| Mobile working for Barnet Homes | Supply and Implementation of a Mobile Iron Mobile Working Solution in Barnet Homes to reduce inefficiencies and deliver faster service to customers. | ICT | 380,603 | 367,273 |
| Schools Architects (2015) | Technical Team for 2015 Schools Construction Projects | Capital (Schools) | 1,283,923 | 1,156,742 |
| Members IT Equipment post-election | To provide Members with new IT equipment to allow them to operate securely (in line with Council PSN requirements), yet flexibly and remotely using up to date, fit for purpose information technology. | ICT | 132,311 | 123,908 |
| New Build Community Centre | New build Community Centre to replace the building that was at 116 Coppetts Road, London N10 1JS | Capital (Non-Schools) | 111,939 | 111,938 |
| Apprenticeships Scheme | Management of an apprenticeship scheme for all LBB Delivery Units | Other | 1,504 | 1,500 |
| IS Work packages | To rectify outstanding backlog of IS work packages and service requests for May YTD. | ICT | 503,449 | 490,865 |
| Leadership Development Programme | To support the senior leadership team 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. | Other | 250,000 | 249,370 |
| Resource Pool | Resource management – Delivering up to 30 roles which are allocated to different projects across the Council’s transformation portfolios. Specific role to 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, and to deliver Barnet-specific inductions, training and briefings. | Transformation | 183,680 | 164,153 |
| Investing in IT phase 2 | The development of web services to enable: a) Advice and information to be provided by routing enquiries from prospective and current clients / carers, families and personal assistants, third parties; through a health / social care pathway. b) Self-assessment by clients, carers and third parties (including risk assessment tool and a resource allocation system (RAS));c) Award of a personal budget and d) An e-market place to provide information and direct the clients / carers to access or procure care directly from third parties. | ICT | 1,982,637 | 1,162,230 |

| Project Title | Project Description (include the products and deliverables of the project) | Service | Total Package Value £ | Billed to date £ |
|--|--|-----------------------|--------------------------|---------------------|
| | The implementation of an Adults case management system with a potential implementation of an Electronic Social Care Record (ESCR) system / module; and / or to integrate the new system with the current document management system (Wisdom). The de-commissioning of the current Swift system (Adults) and Supporting People module. | | | |
| Streetscene Transformation Programme (Phase 2) | A collection of projects to deliver benefits in four areas - Waste, Streets – Borough Cleansing, Transport and Mortuary Shared Service | Transformation | 483,885 | 467,363 |
| Blessed Dominic and St James Schools Construction | Rebuild of Blessed Dominic School and expansion of St James Secondary | Capital (Schools) | 132,560 | 66,100 |
| Smarter Working Computing Device Refresh | To refresh the end user computing devices currently deployed to LBB employees on a rolling basis, whilst taking into account the need to be flexible with regard to device types and user work patterns. | ICT | 997,476 | - |
| 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 project is to plan, programme and deliver the Authority's One Public Estates (OPE) Programme. | Other | 40,000 | 19,980 |
| Audit of Business Rate Payments | The scope of this project is to undertake an audit of the Authority's business rate payments to ensure that only the correct amounts due have been paid and to recover any overpaid amounts for repayment to the Authority. | Other | - | - |
| Programme Services | Provision of salaried project and change posts, which are allocated to different projects across the Council's transformation portfolios | Transformation | 569,730 | 286,288 |
| Depot Relocation (Oakleigh) | Development of Planning applications for Oakleigh and Borehamwood sites for the Depot | Capital (Non-Schools) | 498,576 | 498,575 |
| Smarter Working - Indexing | To enable compression of space and improved information management | Other | 273,929 | 191,271 |
| Smarter Working ICT - Supporting Moves | Delivering work streams identified in the CSG Smarter Working Solution Components document to support agile working, including:– | ICT | 415,160 | 129,558 |

| Project Title | Project Description (include the products and deliverables of the project) | Service | Total Package Value £ | Billed to date £ |
|--|--|-----------------------|--------------------------|---------------------|
| | <ul style="list-style-type: none"> · End user device and desktop telephony moves · LAN and Wi-Fi Rollout · NLBP 4 server room migration · Provision of SWP IT work stream lead | | | |
| SPA Project Management (Phase 2) | Project management of Procurement Preparation Phase of the Sports and Physical Activity (SPA) Project | Transformation | 368,300 | 136,096 |
| Libraries ICT Transformation - Implementation | <p>To deliver a list of High Priority actions, categorised under three work streams, as part of the Libraries Digital Transformation programme:</p> <ul style="list-style-type: none"> · 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 | 381,231 | 266,861 |
| Laptop Accelerated Refresh | To refresh end-user computing needs to meet the Council’s future requirements. | ICT | 281,400 | - |
| Care Homes Remedial Works | Works in relation to planned and responsive maintenance of Care Homes | Capital (Non-Schools) | 56,242 | 19,506 |
| 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. | Other | 206,770 | 116,861 |
| SPA - Design & Build Stage 1 | Re-provision of Church Farm and Copthall Leisure Centres | Transformation | 257,047 | 192,786 |
| Mission Server | MISSION is the Barnet Passenger Transport System, delivered by StreetScene to manage the passenger transport requirements across the borough for SEN home to school operations. This project is to update the existing MISSION system from Mission Software, along with implementing disaster recovery and secure managed backup provisions. The new system will also be web based. | ICT | 20,331 | - |

| Project Title | Project Description (include the products and deliverables of the project) | Service | Total Package Value £ | Billed to date £ |
|--|---|-----------------------|--------------------------|---------------------|
| HR Additional Capacity 2015 - 2017 | To fund: <ul style="list-style-type: none"> • more detailed and developed change management activities including well planned and managed communications within each DU, • a significant improvement in the transformation support provided to management teams to plan and effect change across their teams, conduct workforce planning, manage talent and improve performance, • focus on L and D activities, enhancing performance management and productivity techniques and approaches; supporting development of plans to achieve planned workforce savings. | Transformation | 420,577 | 298,879 |
| Free Entitlement for Early Education for 2 year olds (FEE2) | The aim of the project is to provide a strategic approach and delivery model for increasing the take up of FEE2 childcare places. The specific aim is to have 1600 children accessing a place on completion of the project. The project originates from LBB performance in respect of the take up of education entitlement for 2 year olds. | Capital (Non-Schools) | TBC | - |
| 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 | 71,914 | - |
| Temporary Accommodation | To provide space for CSG staff from NLBP Building 4 for a two year period commencing 17th October 2015, with staff relocated to NLBP Building 2 and Barnet House as part of the Office Accommodation Rationalisation Strategy. | Other | 1,756,012 | - |
| Golders Green Library Toilet Replacement | To design and development to provide new Golders Green library public toilet facilities. | Capital (Non-Schools) | 26,543 | - |
| Aggregated Procurement | The establishment of procurement process for an 'aggregated procurement' approach for a single contracted partner for design and build work, to secure value, reduce longer-term procurement cost and drive benefits in design, supply chain management and cost control. This should achieve £1.5m cost avoidance in future procurements, but most importantly give the Council the partnership relationship it seeks for contractors in this area | Other | 400,000 | - |

Appendix 4 – Corporate Programme Resources

| Project | Current Status | Role |
|---|----------------|------|
| A8: New build of CIL and Grahame Park Library | Approved | PM |
| Portfolio Office Support | Approved | PM |
| Adults Social Care PM | Approved | PMO |
| Libraries Strategy | Approved | PM |
| Social Care Direct Resource | Approved | PM |
| Adults & Communities Transformation Programme | Approved | PM |
| SPA Support | Approved | BAU |
| Best HUB | Approved | PM |
| Daws Lane | Approved | PM |
| FEE2 / Tribal system implementation | Approved | PM |
| Social Worker Recruitment / Workforce Development | Approved | BAU |
| InIT Support | Approved | PM |
| Smarter Working Programme Management | Approved | PM |
| Tribal & CPIS Project Support | Approved | PM |
| Depot Relocation Programme Manager | Approved | PM |
| Community Centre PM | Approved | PM |