

# Customer and Support Group (CSG) – Q3 2016/17

## 1. SUMMARY

### 1.1 SERVICE DASHBOARD

Finance	Revenue Budget Variance				Capital Actual Variance		
	500				N/A		
Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened	
• Indicators	100% (21)	0% (0)	0% (0)	0% (0)	89% (16)	11% (2)	
Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased	New
	0% (0)	17% (4)	75% (18)	8.3% (2)	92% (22)	0% (0)	8% (2)

### 1.2 KEY SUCCESSES AND CHALLENGES

#### Key Successes

##### CSG completes 3 year review with positive feedback

One of the most notable successes of the quarter was the conclusion of the 3 year review of the CSG contract, which was given full approval by the Council in December 2016. The review concluded that the CSG contract has delivered significant benefits to the borough, saved over £31m and improved resident satisfaction, along with offering the Council new savings opportunities. It also recognised that there had been performance challenges in some service areas, but acknowledged that this was not surprising with a contract of this scale and complexity. The review made a number of recommendations to address these issues and to further develop services to meet the council's needs. Work on implementing these recommendations is progressing well.

##### HR Unified Reward & Employee Benefits go live successfully

The Unified Reward went live as planned for corporate staff during the period, the next phase of the programme of work focuses

## Key Successes

on schools and the go-live of the performance reviews for corporate staff. Business Partners and HR advisors have been heavily involved in this transition (contract review/appeals/TU liaison) and will continue to be as the schools transition over the coming months. The first phase of the Employee Benefits solution also went live in the period as planned.

### Customer Services best performance to date

Quarter 3 has been the best quarter since the service was transferred to CSG, with all KPI's achieved in the period and only 1 minor PI failure in October 2016. Web customer satisfaction achieved 52% in Q3, which is a 7% increase on the previous quarter. This has resulted in Barnet Council achieving 3rd place in the channel satisfaction index league table for October and 8th place in November (December results have not been published at the time of compiling this report). This was the first time since service transfer that Web satisfaction has entered the top ten.

### IT Service Transition & Improvements

October 2016 saw the transition and go-live of our new Service Desk. Over the quarter, the performance significantly improved. Call times and abandoned rate have reduced, first time fix has improved, customer satisfaction has increased and we are receiving very positive feedback from a variety of end users about the service they are receiving. The Service is continually being reviewed and efficiencies introduced.

## Key Challenges

**1. Integra:** A number of escalations were received in respect of Integra issues and performance. Steps have been taken to improve the performance of the Integra finance system, including a significant increase in the network connection capacity along with system configuration improvements, although there are still performance issues.

## Actions Required

The next step in the improvement plan is an upgrade of the system which is being planned for this year after the year close work is complete.

Key Challenges	Actions Required
2. Property Services management of issues and proactive feedback to enquiries from the client and/or members of the public still needs improvement.	The Service would benefit from a programme management resource that would coordinate between the Service, the client and members of the public and hold stakeholders to deadlines.

### 1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

Overall quarter 3 has seen a strong performance from CSG, the big achievement in the period was the successful conclusion of the CSG 3 year review, which concluded that the CSG contract has delivered significant benefits to the borough, saved over £31m and improved resident satisfaction, along with offering the Council new savings opportunities. It also recognised that there had been performance challenges in some service areas, but acknowledged that this was not surprising with a contract of this scale and complexity. The review made a number of recommendations to address these issues and to further develop services to meet the council's needs. Work on implementing these recommendations is progressing well. The operational performance during the quarter was excellent, with no KPI failures and many services showing real improvements in delivery

The focus for the **Finance** service during the quarter has been the restructure, which is progressing to plan. Appointments to new posts are expected to be confirmed in February 2017, following which any posts that are not filled internally will then be advertised externally. Communication has been issued to the council regarding the introduction of a business partnering model, with some early changes receiving positive feedback.

As referenced above, while there have been steps taken to improve the performance of the Integra finance system, including a significant increase in the network connection capacity along with system configuration improvements, there are still performance issues. The next step in the improvement plan is an upgrade of the system which is being planned for this year.

The Finance team submit a return in a specified format that is combined with all other public sector bodies to produce accounts for the whole public sector. The return needs to be audited and submitted by 31 October. The Whole of Government Accounts (WGA) external audit return received an unqualified opinion (i.e. clean), having been submitted on 31 October 2016. The pooling of capital receipts return is another return that needs to be audited. Again, the audit was unqualified and the return was submitted on time.

**Revenues & Benefits** continue to make excellent progress, since the start of the quarter the service has handled 113,500 items of correspondence and has reduced the outstanding Benefit workload to the equivalent of 2-3 days post, whilst the Revenues service has reduced its outstanding workload to the equivalent of 4-5 days post. This has been achieved through improvements in work management by the team and underpins our ability to deliver all KPIs for the future. Revenues and Benefits have met all quarterly KPI's and PI's, including a significant improvement in Council Tax speed of processing from 14 days in Q2 to 10 days in Q3." Work continues to target unpaid Council Tax, NNDR and Housing Benefit Overpayments both in year and arrears collection in order to maximise the Authority's income.

During the quarter the Benefits service were subject to the annual subsidy audit and although there were a number of challenges put forward by the external audit team this was successfully completed in December. There was also an audit of the Financial Control procedures in place across all services and this was again successfully completed in December.

A fundamental service review was carried out where a range of changes have been agreed to improve the cost effectiveness of the service and changes to performance measures have been agreed which will challenge future delivery outcomes. This review is still ongoing and will be completed by the end of the next quarter.

Looking ahead, the Revenues and Benefits service is upgrading its existing servers (completion expected in January 17) in order to support future service improvements to our customers. The new hardware will allow the introduction of a new suite of on-line forms to add to the available self service options currently available and these will be integrated into the Council's MyAccount offering later in the year. The new platform will also allow the introduction of electronic billing for Council Tax customers. The Benefit service will also be introducing a new risk based verification process which will allow for a faster transactional service for claimants to notify changes in circumstances. It has also been agreed to extend for another year, the service provided to the Council by Analyse Local who through use of specific datasets were able to increase the Rateable Value of Business Rates properties by £1.2m which equates to a gross rates yield for Barnet of £185K.

As outlined above, the **Customer Services** team achieved the best KPI & PI results since the service was transferred to CSG, with all KPI's achieved in the period and only 1 minor PI failure in October 2016. Web customer satisfaction achieved 52% in Q3, which is a 7% increase on the previous quarter. This has resulted in Barnet Council achieving 3rd place in the channel satisfaction index league table for October and 8th place in November (December results have not been published at the time of compiling this report). This was the first time since service transfer that Web satisfaction has entered the top ten.

The Customer Transformation Programme, which was approved at Policy & Resources Committee in October 2016, was signed in December following a detailed assurance process led by the Council's IT assurance partner.

Working with Customer Services, a backlog of Council website changes and enhancements have been co-ordinated into three releases. The first release took place in December 2016 and was extremely successful with the implementation time reduced from previous deployments demonstrating the enhanced transition processes. Along with various security improvements, the December release included a number of functionality enhancements such as improved and tailored website messages for unavailable links/pages; improvements to password reset functionality and additional analytics software to assist the Council in analysing more data from the website. Further functionality enhancements will be released later in January 2017.

The **HR Service** Business Partners and their supporting Advisory team have been strengthened during the quarter with new heads added to the team to ensure the Delivery Units have the required support. The team have worked closely with the Libraries service during the restructure work and have delivered absence management workshops to managers. The HR team have continued to work closely with the Delivery Units to monitor, manage and control absence and ensure rigour is applied as required.

Unified Reward went live as planned for corporate staff during the period, the next phase of the programme of work focuses on schools and the go live of the performance reviews for corporate staff. Business Partners and HR advisors have been heavily involved in this transition (contract review/appeals/TU liaison) and will continue to be as the schools transition over the coming months.

The first phase of the Employee Benefits solution has been successfully launched to staff; further phases including a car scheme, cycle to work and gym benefits will go live in 2017.

HR has continued with a highly valued recruitment service assisting Family Services in recruiting permanent Social Worker staff. Securing a more sustainable workforce has enabled the Delivery Unit to make savings against their agency spend and deliver an improved service to the Families in the Borough. The recruitment process in general is being reviewed alongside the need to procure an alternative E-Recruitment system and options are being worked on at the moment.

A roll out of further Learning and Development commenced during the quarter with the team continuing to support all aspects of training requirements for the council, from mandatory requirements and induction through to commissioning specialist training.

The triennial actuarial valuation of the pension fund is still ongoing and has been significantly delayed, primarily as a result of issues with the timeliness and quality of the data. The revised valuation is expected from the actuary in February. The Partnership has instigated a root cause analysis of the reasons for the issues experienced.

During the period the **Safety, Health and Wellbeing (SHaW) service** focus areas included the following where they have led the investigation and action plans:

- Concerns over Ground Investigation (GIs) surveys not finding buried hazardous substances (asbestos and gas bottles) prior to Ground works starting on several projects
- H&S issues arising out of the Mill Hill depot draw down project not being picked early enough to enable proactive health and safety management.

The service has had some staffing retention challenges with the loss of two people; these were resolved with quick turnaround appointments. While staffing levels were maintained, it does have an impact on service knowledge and experience of LBB while the new appointments are brought up to speed; this was offset by increasing the Account Manager's resource time in LBB. SHaW has also appointed a new senior H&S Officer to provide the professional lead in support of the Account Manager to provide operational delivery of H&S services.

Shaw have successfully restructured the on-line Safety Media E-learning management system to represent the significant changes in the Council and re-launched the health and safety e-learning to all LBB staff. The system is also now used to track all learning and development for all LBB staff including non-health and safety.

The **IT Service** has driven improvements during the last 3 months with good service performance, less major incidents and fewer complaints into the Service Desk. End user satisfaction is higher and compliments about the improved service are now being received.

The Service Improvement Plan has been refreshed and operational processes are being reviewed and improved. To further strengthen the service, a new instance of the ITSM service management tool will be implemented with a target launch in June 2017. This new platform will bring greater flexibility along with enhanced functionality and process governance. During the 4 month implementation project, all processes will be aligned to Capita's Local Government ISO accredited processes which will enable closure of remaining change management audit actions.

An upgrade of Barnet's mobile device management system was also carried out during this quarter, including security enhancements and support for Apple IOS 10.

We received a positive outcome for phase 2 follow up audit of CSG IT Disaster Recovery abilities. Internal Audit has now graded this service as Reasonable Assurance with a formal test of the service scheduled in Q4 2016/17 in line with contractual commitments and audit requirements.

The **Procurement Service** is working successfully with the council to deliver procurement projects and unlock savings where possible.

Over the period the following were areas of focus:

- Award of Partnership Library Contract to four community groups for 10 years.
- Developed and delivered Government Procurement training on Implementing Social Value, Tender Evaluation and Moderation and Working with voluntary and third sectors.
- Transition of new Enablement Contract to the Barnet Group
- The tender process for the Sport and Physical Activity (SPA) provider, (a partner to run and manage the leisure centres) is well underway with the evaluation of Selection Questionnaire (SQ) for Leisure Management completed and Invitation for Outline Business Case documents being issued in December 2016 ready for supplier responses in February 2017.

Procurement delivered the annual procurement forward plan for Policy and Resources Committee. The annual plan sets out the procurement activities the council is likely to undertake in the coming year and provides a governance checkpoint to ensure the council signs off on these planned activities. The forward planning process for 2017/18 is currently forecasting a large number of contracts requiring re-procurement exercises. The team is working with the council's commissioners and delivery units to set out strategies and approaches to source these services and to ensure value for money.

Having let a number of contracts which have been successfully let to local Barnet suppliers to provide services to the council. The procurement team are now tracking percentage of spend with local suppliers. Through ongoing measurement and further training and support we aim to increase the proportion of council spend with local Barnet suppliers.

There has been robust response from an unsuccessful supplier to awarding the Community Equipment tender for which the Standstill period is due to finish on Monday 23 January. Procurement, HB Public Law and the Delivery unit are continuing to deal with the clarifications and requests for information.

The fundamental service review is continuing to explore additional areas that the CSG procurement service can provide further savings and efficiency to support the council.

The **Estates** service has made good progress over the period since the new Estates Service Leads joined in September 2016. The Building Services department have also welcomed two new graduate Building Surveyors to the team, with further recruitment to follow. Whilst the Service now benefits from a Director of Estates, the service would benefit from a Head of Property Services.

The service is continuing to make progress in reducing the backlog of property related cases and concluding a number of high profile cases that have required political sensitivity and a pragmatic approach. This has resulted in positive feedback and improved confidence from the client. Additional resource has been employed to focus on the Community projects and One Public Estate, enabling a proactive approach to these projects to be adopted.

The Property Services team is now primarily staffed by permanent team members creating a more stable workforce and we are now considering the structure of the team to ensure that allocation of the work reflects individuals' strengths and delivers an effective service to the client and the public.

Facilities Management completed the security improvements in Barnet House, including two new security doors with keypad entry being installed on the first floor and second floor landings. Plus improved staff and visitor separation on the ground floor in terms of full height screening. The Facilities Management team also arranged for the Committee Rooms at Barnet House to be painted and decorated between the Christmas and New Year period for under £500.

**CSG Corporate Programmes** delivers the council's large scale transformation and capital programmes and projects. During this quarter, work delivered through Corporate Programmes has included:

- First phases of the relocation of the Depot at Mill Hill
- Signing of the £150m strategic construction partner contract to deliver the council's capital programme over the next 5 years
- Initiation of the OJEU Procurement process to appoint a new Leisure Provider
- First stages of key new school builds, including Blessed Dominic/St James'

The terms of reference for Asset and Capital Board have been re-written and accepted by Strategic Commissioning Board, which will enable more effective review of the strategic asset management plan and capital needs bids. There is a requirement for

increased focus and responsiveness to the Council on programme level risks and issues management. This would enable better forward planning and projects implementation.

## 1.4 ASSESSMENT OF KPI's

The **Resident Satisfaction** Super KPI is measured half yearly as part of the Council Residents survey, although in this period the survey was not carried out by the Council.

## 1.5 SERVICE CREDITS PAYABLE IN PERIOD

Period	KPI	Performance Level v Target	Service Credit Applied (£'s)
Q3	FIN KPI 29	This KPI is to be confirmed as the measurement is currently being further refined.  The outturn to Q3 will be confirmed next quarter	TBC
	FIN KPI 30	This KPI is to be confirmed as the measurement is currently being further refined.  The outturn to Q3 will be confirmed next quarter	TBC
<b>Total Service Credits in Period</b>			<b>£0</b> (subject to the above)

No Service Credits were due in the period.

## 2. OVERVIEW OF DELIVERY UNIT

### 2.1 Finance



#### 2.1.1 Revenue

N/A

### 2.2 Managing the Business

#### Finance

As reported previously the definitions and methodologies for KPIs 29 and 30 have been reviewed and are being further refined with LBB, expected to be finalised during January 2017. Once confirmed the outturn for Q3 will be agreed.

All Finance PI's were due to be reported in the period are on target.

#### Revenues and Benefits

The Revenues and Benefits service has maintained the level of KPI delivery in quarter 3. Speed of processing on council tax correspondence PI is now on track and stable within target. Work volumes on both revenues and benefits are now both equally healthy and should be maintained in their current positions to allow a better customer experience across both services. Work continues to target unpaid Council Tax and NNDR both in year and arrears to maximise the Authority's income.

## Customer Service

All KPIs were achieved in Q3

CSO KPI 10 - Customer Satisfaction (telephone, F2F & email) - achieved a quarterly outturn of 89.5% (87% target), which is on par with the previous quarter's result.

CSO KPI 10b – End to End Customer Satisfaction – achieved a quarterly outturn of 69.3% versus a target of 65%. Whilst this is a 2.8% drop on the previous quarter, the outturn still exceeds the target. Feedback continues to be analysed although no specific trends are currently reflected in the feedback.

CSO KPI 10c – Customer Satisfaction (Web only) – achieved a quarterly outturn of 52.4% versus a target of 47%. This is a 7% improvement on the previous quarter.

CSO KPI 13a Customer Advocacy (SLA performance) exceeded the 90% target for the quarter with 99.1% of cases closed by Customer Services, where they own the end to end process, within the service level targets. This is a 6.2% improvement on the previous quarter.

CSO KPI 13b Customer Advocacy (CAS SLA performance) – 100% achieved for the quarter. We have flagged 173 CAS customers to date.

CS 1a & 1b Face to Face non appointment & appointment wait times – The target of 5 minutes has been achieved by both measures consistently throughout the quarter

CS PI 3 – emails and webforms (5 day) – Performance this quarter has remained on par with the previous quarter, with the 90% target being consistently achieved and exceeded throughout the quarter.

CS PI 2 – Emails and Web Forms forwarded within 1 day – We have exceeded the target throughout the quarter, with the quarterly outturn of 99.7%.

CS PI 5 – Members Enquiries (Target 95%) – We have consistently achieved the target throughout the quarter, at the average performance of 99.2%. The Members Enquiries resolution rate within 5 days has regressed during the quarter, predominantly due to the services within the Re delivery unit. We have an improvement meeting scheduled in January with Re and will support any agreed action plans.

CS PI 6 – Telephony (80/60) (target 80%) – The target was achieved and exceeded in November and December. The outturn in October was 0.5% below the target.

CSO PI 7 Customer Advocacy (CAS escalations) – this KPI is specific to Customers needing Additional Support (CAS) , the KPI has exceeded the target during the quarter with a good focus on Customer Advocacy and the ratio of CAS escalations to CAS cases. We have identified 173 CAS customers throughout the quarter. Our Customer Advocacy Manager provided dedicated support to the Parking Team during the consultation period on the new Freedom Pass criteria. This has been noted internally within LBB as a positive example of the partnership working.

## **HR Service**

As previously stated the HR Service has continued to build upon a positive Q2 and made further improvements in Q3, with all KPI's met in the period. This included payroll accuracy passing in all months in the quarter with no formal complaints received.

Work on strategy and the vision for the future of the Barnet HR service continued and has helped to shape recent reviews with the council to ensure that focus is placed on critical elements such as recruitment, retention and agency spend. Alongside these improved benefits for employees have been rolled out.

## **IS Service**

The IT Service achieved all the monthly KPI's in the quarter. Critical System availability improved from 99.66 % in Q2 to 99.91% in Q3. However, Incident Resolution percentages are slightly lower averaging 95.4% over the quarter v's 97.5% the previous quarter but still well ahead of the 91% target.

The IT Service Desk, which has experienced some poor response times, has successfully been relocated to the larger and more mature operation in Birmingham.

**Procurement Service**

All 3 quarterly KPI's have been on or above the target performance consistently for the quarter.

**Estates**

All quarterly KPI's were achieved during the quarter against the contractual targets. Following from the CSG Year 3 contract review there is a KPI review underway to enhance service delivery and align with the Council's strategic objectives and the contractual arrangements for management of the Authority's estate.

### 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	0	0	0	0	0	0	0	0	0
Critical	21	0	0	0	21	4	16	2	7	25
<b>Overall</b>	<b>100% (21)</b>	<b>0% (0)</b>	<b>0% (0)</b>	<b>0% (0)</b>	<b>100% (21)</b>	<b>16% (4)</b>	<b>89% (16)</b>	<b>11% (2)</b>		<b>25</b>

**Key:**

CPI	Corporate Plan Indicator
SPI	Commissioning Plan Indicator
MPI	Management Agreement Indicator
KPI	Contract Performance Indicator

### 3.2a Indicators

Improving customer services and ensuring transparency											
Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator and Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From previous Quarter)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking <i>How performance compared to other councils</i>
RB08 CSG/C1	Benefits claims processing - new claims	Smaller is Better	9	9	20742/2257	9.00	9	Same	9	Same	4 days (Department of Works and Pensions published average speed of processing)
RB09 CSG/C2	Benefits claims processing - changes in circumstances	Smaller is Better	6	6	165308/34674	4.77	6	Improving	5	Improving	22 days (Department of Works and Pensions published average speed of processing)
RB09a CSG/C3	Accuracy of benefit assessments	Bigger is Better	95.0%	95.0%	1477/1551	95.2%	95.1%	Improving	95.6%	Worsening	
CSO10a OR 10b CSG/C4	% customers who rate phone calls, emails & face to face service as good (GovMetric Customer Services)	Bigger is Better	88%	87%	19411/21692	89.5%	90%	Worsening	73%	Improving	
CSO10b CSG/C5	% customers satisfied following case closure (survey monkey)	Bigger is Better	65.0%	65.0%	124/179	69.3%	72.7%	Worsening	61.0%	Improving	

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator and Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From previous Quarter)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking <i>How performance compared to other councils</i>
CSO13a CSG/C8	Meeting SLA Customer Services (Parking and Assisted Travel Only)	Bigger is Better	93.0%	93.0%	1396/1408	99.1%	92.9%	Improving	93.1%	Improving	
CSO13b CSG/C9	CAS SLA no worse than SLA (Parking and Assisted Travel Only)	Bigger is Better	No less than KPI 13a outturn	99.1%	24/24	100.0%	100%	Same	100%	Same	
IS15 CSG/C11	Incident Resolution	Bigger is Better	91.0%	91.0%	4724/4951	95.4%	97.5%	Worsening	96.0%	Worsening	
IS13 CSG/C12	Critical System Availability	Bigger is Better	99.5%	99.5%	4406.15/4410	99.9%	99.7%	Improving	99.2%	Improving	
HR16 CSG/C13	DBS Verification Adults	Bigger is Better	100.0%	100.0%	900/900	100.0%	100.0%	Same	100.0%	Same	
HR17a CSG/C14	Payroll Accuracy - Payroll Error Rates	Smaller is Better	0.1%	0.1%	7/20831	0.03%	0%	Improving	2.9%	Improving	
HR17b CSG/C15	Payroll Accuracy - Correct pay Dates	Bigger is Better	100.0%	100.0%	20831/20831	100.0%	100.0%	Same	100.0%	Same	
HR18 CSG/C16	Absence projects and interventions	Smaller is Better	Pass	Pass	Pass/Pass	Pass	pass		Pass	Same	
PR20a CSG/C18	Contract compliance - new contracts over £25k	Bigger is Better	100.0%	100.0%	197091968.6/197091968.6	100.0%	100.0%	Same	100.0%	Same	

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator and Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From previous Quarter)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking <i>How performance compared to other councils</i>
PR20b CSG/C19	Contract compliance - legacy contracts over £25k	Bigger is Better	98.9%	98.9%	585966499.2/586635199.2	99.9%	99.8%	Improving	99.8%	Improving	
PR21 CSG/C20	Effective Contract Management - complex legacy contracts CPRs	Bigger is Better	60.0%	60.0%	300/300	100.0%	100.0%	Same	Pass		
PR22a CSG/C21	London Procurement Pledge - cumulative apprenticeships	Bigger is Better	80	20	42/1	42	37	Improving	4	Improving	
PR22b CSG/C22	London Procurement Pledge - cumulative work experience	Bigger is Better	320	80	163/1	163	93	Improving	6	Improving	
ES25 CSG/C26	Facilities Management Incident Resolution	Bigger is Better	100.0%	100.0%	274/274	100%	100.0%	Same	100.0%	Same	
FIN29 CSG/C29	Budget forecasting - % variance to budget	Smaller is Better	0.0%	0.0%	Not reported	tbc	pass		Not Reported		
FIN30 CSG/C30	% of savings implemented	Bigger is Better	TBC	TBC	Not reported	tbc	TBC		Not Reported		

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator and Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From previous Quarter)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking <i>How performance compared to other councils</i>
Super KPI35a CSG/C35	Resident Satisfaction - staff are friendly and polite	Bigger is Better	80.0%	80.0%	Awaiting feedback from LBB/		84.0%		Not Reported		
Super KPI35c CSG/C36	Resident Satisfaction - Responds quickly when asked for help	Bigger is Better	55.0%	55.0%	Awaiting feedback from LBB/		52.0%		Not Reported		
Super KPI36 CSG/C37	Compliance with Authority Policy	Bigger is Better	Pass	Pass	Pass/Pass	Pass	pass		FAIL		
CSO10C CSG/C	% customers who rate website as good	Bigger is Better	51.0%	48.0%	5291/10090	52.4%	46.1%	Improving	New		

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

Not applicable in period.

## 4. RESOURCES AND VALUE FOR MONEY

### 4.1 Contract Changes in Period

Seven Contract Changes were agreed during the quarter, and six 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	18	-£640,152.65
	Cancelled	5	£0
	Pending	2	£0
<b>Sub Total</b>		<b>25</b>	
Service Provider	Agreed	58	£3,420,311.68
	Cancelled	21	£332,126
	Pending	9	£0
<b>Sub Total</b>		<b>88</b>	
<b>Total</b>		<b>113</b>	<b>£2,780,159.03</b>

The cumulative financial impact has changed significantly from the end of Quarter 2. The reason for this is the agreement to the following:-

- CR113, which relates to the Novation of the CadCorp Software license and maintenance contract to Capita for the remainder of the CSG contract life.
- CR115, which relates to the extension of the Central Insight service as a centre of excellence for the Council in the delivery of high quality, detailed insight products which inform future policy and service configuration decisions across a range of services.
- CR117, which relates to the prepayment of the 2017 calendar year service charge.

## 5. Customer Experience

A high level summary of customer experience data and analysis is shown below:

### GovMetric Feedback volumes and performance scores by Channel

Full Quarter	Good	Average	Poor	Totals
<b>Face to face</b>				
Number of respondents	5,628	248	233	6,109
Percentage of respondents	92%	4%	4%	
<b>Phone</b>				
Number of respondents	13,576	1,231	376	15,183
Percentage of respondents	89%	8%	2%	
<b>Web</b>				
Number of respondents	5,291	1,261	3,538	10,090
Percentage of respondents	52%	12%	35%	
<b>Email</b>				
Number of respondents	207	30	163	400
Percentage of respondents	52%	8%	41%	
<b>Total:</b>				
Number of respondents	24,702	2,770	4,310	31,782
Percentage of respondents	78%	9%	14%	

## Monthly breakdown and overall quarterly GovMetric performance by Channel

### Web Performance by Month over quarter

All channels	Target	Volume	Good %
October-16	48.0%	3,779	52.7%
November-16	48.0%	3,199	50.4%
December-16	48.0%	3,150	54.1%
<b>Quarter</b>	<b>48.0%</b>	<b>10,128</b>	<b>52.4%</b>

### Face to face, phone and Email performance by Month over quarter

All channels	Target	Volume	Good %
October-16	87.0%	8,254	89.9%
November-16	87.0%	8,158	89.0%
December-16	87.0%	5,262	89.6%
<b>Quarter</b>	<b>87.0%</b>	<b>21,674</b>	<b>89.5%</b>

## Commentary

### Overall

Both customer satisfaction KPIs have been achieved in quarter 3. Web customer satisfaction has achieved 52.4% against the target of 47% and for the combined face to face, phone and email satisfaction 89.5% was achieved against the target of 86%. Web customer satisfaction has seen the most improvement throughout the quarter and has made it to the channel satisfaction index on two occasions, finishing third in October and eighth in November. December figures have not been published prior to the submission of this report. Telephony, face to face and email combined performance maintained the same result as in the previous quarter.

## **Face to face**

Face to face satisfaction achieved 92% during Q3, this is a 1% decrease compared to the previous quarter however we have consistently exceeded the 90% target. This service has overachieved throughout the quarter and 2016 and with the biggest impact seen on the overall quarterly result being due to December's performance. Shrinkage throughout December was higher than planned and this has resulted in longer wait times on some days, although the overall monthly and quarterly performance has remained within target. Face to face customer satisfaction has remained in the top ten channel satisfaction league table throughout the quarter, in second place in October and third place in November. However, Barnet's face to face customer satisfaction remains the best placed of all unitary councils, with the highest volume of feedback relative to the population.

## **Web**

Overall Web Customer Satisfaction for quarter 3 was 52%, a 7% increase from the previous Quarter.

This was the best performing quarter since GovMetric started being used, which meant that the London Borough of Barnet featured in the top 10 GovMetric leader board for the first time.

- The changes to the GovMetric survey went live at the start of Q3 making it easier for Residents to complete the survey and allowing them to leave contact details. ServeMetric provided positive feedback on Barnet's survey and an online case study is due to be published to highlight the successful approach taken by CSG in collaboration with the Web Content Team in Barnet.
- The Customer Experience Team continued to develop new forms and make enhancements to existing forms. A new Duke of Edinburgh Awards form was built and published to enable residents to enrol on programmes.
- The Customer Experience Team continued to engage with the Web Content Team and the various Services to process form change requests. These included completion of the amendments to the missed bin collection form (adding guidance on missed bin collection forms to help users understand why their bin might not have been collected), changes to the School Admissions Form – making the output of the form user friendly and changes to the Council Tax Move In and Council Tax Move Out (improving layout of fields) to make it User friendly. The Customer Experience Team also made improvements to the MASH referral form, enabling Users to input relevant reference numbers to improve quality of information.
- Regular monitoring of GovMetric continued throughout Q3. The Customer Experience Team produced monthly insight packs based on GovMetric feedback to establish key drivers for dissatisfaction. This insight has been used to inform a set of actions feeding into Service Improvement Plans and align and prioritise web improvements with Satisfaction performance. There are initiatives in place to improve the registration/enrolment experience of My Account and

improvements to the Parking service customer journeys such as checking for parking restrictions using the Controlled Parking Zones.

- 'My Account' changes were progressed, the first set of changes went live as part of a release in December. Subsequent releases are planned and are due in Q4. The Customer Experience Team has reviewed customer satisfaction feedback for My Account and has a list of recommendations to feed into the Customer Transformation Programme.
- In November there were a small number of intermittent issues with the servers which impacted performance levels of Lagan forms this is reflected in the reduction of My Account, Lagan and Council Tax. Overall the server performance was stable compared to previous Quarters; this has had a positive impact on the increase in web satisfaction performance.

### **Telephone**

Telephony customer satisfaction has achieved 89% in this quarter, which is on par with the previous quarter.

The main service related impact continues to be in relation to Street Scene and various collections related issues as well as the Council Tax and Benefits decision related feedback.

Whilst the score exceeds the target, telephony customer satisfaction is yet to make it to top ten in the channel satisfaction index, which will be the focus for Q4. Customer satisfaction improvement specific meetings will commence in January.

### **Email**

Email satisfaction achieved 51% in Q3, which is a 1% drop on the previous quarter.

The volume of email feedback was exceptionally low in Q3, which has made the results very volatile month on month and a small volume of feedback in comparison to the volumes of emails processed doesn't allow for any specific themes to be identified.

That said, all feedback is analysed to identify improvement opportunities and similarly to the telephony channel, both the volume of the quality of the feedback and result improvement will be the focus in Q4.

## 6. Risk

The 5 X 5 matrix (heat map) below shows the residual risk assessment (probability and impact scores) for each risk.  
*(The heat map should show the position of all risks on the service risk register)*

Score:		LIKELIHOOD					
		1	2	3	4	5	
		Rare	Unlikely	Possible	Likely	Almost Certain	
IMPACT	5	Catastrophic		1	1		
	4	Major		2	1	1	
	3	Moderate		1	11	1	
	2	Minor			3	1	1
	1	Negligible					

### Risk Commentary:

*There are 24 risks on the CSG risk register, four of which are rated as 12 and above. The controls which are in place, as well as further mitigating actions, are detailed in the table below.*

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

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
CSG12	IT service failure	Poor or non-maintenance by supplier of IT infrastructure, network services and applications at desired levels of speed resilience and security due to mismanagement and/or inadequate technical specification, leads to an IT service failure resulting in loss of critical service provision and associated ability to provide service continuity with accompanying reputational damage and cost to remedy (and potential litigation in event of breach of statutory obligations)	Jenny Obee – Head of Information Management	Business continuity	To address this risk, we have a validated network design and dedicated infrastructure staff. Network design is validated through Public Services Network certification and Capita third party assurance.  Dedicated infrastructure staff within Capita are focused on the control of the Barnet infrastructure.  Capacity checks on wireless network are currently taking place to increase speed and resilience.	5	4	5	3	15	Reduced	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk		Residual Risk			Direction of Travel	Response Option
						<i>(without controls)</i>		<i>(with controls in place)</i>				
						Impact	Likelihood	Impact	Likelihood	Risk Score		
CSG13	IT service obsolescence	Inability of current infrastructure to handle multiple service applications due to portfolio of systems not being managed properly, with many approaching end-of-life, resulting in outdated and unusable systems, poor-performing systems and potential security breaches	Jenny Obee – Head of Information Management	Business continuity	Network design is validated through Public Services Network certification and Capita third party assurance.  Dedicated infrastructure staff within Capita are focused on the control of the Barnet infrastructure.  Capacity checks on wireless network are currently taking place to increase speed and resilience.	4	5	4	4	16	Reduced	Treat
CSG15	Unsuccessful delivery of IT projects	Poor implementation of IT projects due to lack of appropriate skills / capability in supplier, resulting in adverse impact on existing service provision, non-realisation of intended benefit(s) from projects and increased project costs/extended timetable.	Jenny Obee – Head of Information Management	Business continuity	IT projects are managed as a portfolio and pipeline, overseen by a monthly programme board, this is now delivered with a new Head of Projects who joined the team at the end of last year and reviewed all of the processes and resource on the team, also we are now using the services of an external consultant for Technical Assurance	3	5	3	4	12	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk		Residual Risk			Direction of Travel	Response Option
						<i>(without controls)</i>		<i>(with controls in place)</i>				
						Impact	Likelihood	Impact	Likelihood	Risk Score		
CSG16	H&S advice	Timely and/or competent H&S advice not provided to organisation due to absence of appropriately skilled / experienced staff, resulting in health and safety risks not being properly managed, possible injury/ies and potential reputational damage.	Michael Koumi – Head of Safety, Health and Wellbeing	Health & Safety	There is a "split" service, with access to additional H&S advice available as required. We have Barnet-based staff with H&S knowledge of local issues, plus a statutory officer in place.	4	4	4	3	12	Same	Treat

## Appendix 1 – Contract Variations

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

Reference	Title	Description	Change Raised by	Status at 31 Dec	Financial Impact (over the life of the contract)	Service Impacted
CR095	change to Civic Estate site list	Removal of NLBP4 from the list of Civic Estate sites, which impacts KPIs 24a and 24b and further items	Authority	Approved	Nil	Estates
CR112	Customer Services Updated KPI - follow on CR068	Web Satisfaction KPI's and Changes to Geometrics	Authority	Approved	Nil	Customer Services
CR113	Cadcorp	Novation of Cadcorp Software License and Maintenance Contract to Capita	Authority	Approved	-£92,204.35	IT
CR114	Cancellation of CR096 and CR097	To cancel the in error approved CRs CR096 Barnet Group System Contract Admin Change and CR097 Piper Lifeline	Service Provider	Approved	Nil	Finance
CR115	Council- Wide insight service	To maintain a central Insight Service as a centre of excellence for the Council which delivers high quality, detailed insight products which inform future policy and service configuration decisions across the range of services provided by the Council.	Service Provider	Approved	-£64,000	All Services
CR117	Prepayment of Service Charge	To allow for the prepayment of the 2017 calendar year service charge to the Authority to allow for the creation of a credit in favour of the Authority to the value of £471,000 in recognition of the repayment profiling and reduced interest costs to the Service Provider.	Service Provider	Approved	-£471,000	All Services
CR120	Addition of Choosecare	To allow for the addition of the Choose	Service Provider	Approved	Nil	Adults

Reference	Title	Description	Change Raised by	Status at 31 Dec	Financial Impact (over the life of the contract)	Service Impacted
	schedule to the CSG contract	care system schedule to the main CSG contract				

## Appendix 2 – Corporate Programmes Projects

Project Title	Project Description	Service	Total Package Value £	Billed to date £
<b>2015 Schools</b> (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 Joseph’s iv. Blessed Dominic	Capital (Schools)	1,139,382	1,130,793
<b>Unified Reward Structure</b>	This project is required as part of the workforce strategy and, in particular, the ‘recognising and rewarding performance’ strategic theme.	Transformation	1,264,426	1,182,260
<b>Mobile working for Barnet Homes</b>	Barnet Homes want to introduce First Touch mobility solution with a vision to implement hand-held technology to reduce inefficiencies and deliver faster service to customers. The solution of utilising our highly skilled mobile workforce using handheld PDAs is seen as the natural solution to all our customer service and productivity requirements. <b>Transferred to a Contract CR</b>	ICT	407,263	407,263
<b>Schools Architects (2015)</b>	Technical Team for 2015 Schools Construction Projects	Capital (Schools)	1,306,662	1,306,662
<b>Members IT Equipment post-election</b>	The local elections took 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	141,509	141,509

Project Title	Project Description	Service	Total Package Value £	Billed to date £
<b>Finance System for The Barnet Group</b>	The project will deliver the Implementation of the Integra Finance & Procurement System as a standalone instance for the Barnet Group (TBG). This will allow TBG to stop using its current combination of Finance Systems and cease use of the SAP and IRIS systems/licences by July 2014 in line with the CSG transformation plans.	Other	333,636	333,636
<b>IS Work packages</b>	This SPIR will cover the ongoing IS work packages and service requests.	ICT	920,873	920,873
<b>Investing in IT phase 2</b>	The development of web services to enable: a) Advice and information to be provided by routing enquiries from prospective and current clients / carers, families and personal assistants, third parties; through a health / social care pathway. While information is to be provided by the web we also wish to support the requirement to retain customers on the web by providing technology to prevent customers abandoning the web and contacting LBB by providing LBB front door with the technology to monitor customer activity and to intervene at this point. b) Self-assessment by clients, carers and third parties (including risk assessment tool and a resource allocation system (RAS); c) Award of a personal budget and d) An e-market place to provide information and direct the clients / carers to access or procure care directly from third parties. The implementation of an Adults case management system (including financial modules and all interfaces documented as part of the IS Architecture design and technology procured (i.e. between Integra (finance), Call Confirm etc.) with a potential implementation of an Electronic Social Care Record (ESCR) system / module; and / or to integrate the new system with the current document management system (Wisdom). The new system should include disaster recovery; an ability (dependent upon the IS architecture to be agreed) to share data with third parties (including health). The de-commissioning of the current Swift system (Adults) and Supporting People module; which is required to release revenue funding. This should include planning and implementation of a data migration and archiving strategy.	ICT	1,757,895	1,671,976
<b>Smarter Working - End Point Refresh</b>	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	827,846	827,846
<b>Programme Services 2016</b>	Provision of salaried project and change posts, which are allocated to different projects across the Council's transformation portfolios during 2016	Transformation	1,045,728	1,045,728
<b>Depot Relocation (Oakleigh)</b>	Development of Planning applications for Oakleigh and B'Wood sites for the Depot	Capital (Non-Schools)	892,711	873,004

Project Title	Project Description	Service	Total Package Value £	Billed to date £
<b>Libraries ICT Transformation - Implementation</b>	<p>The Libraries Digital Transformation programme was initiated to carry 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 –</p> <ul style="list-style-type: none"> <li>· People Network Desktop Refresh – For improving the reliability and speed of end user devices</li> <li>· Network Connectivity – For improving the reliability and speed of internet connectivity of People’s Network</li> <li>· Server Room Remediation – For improving the reliability and performance of servers in the Hendon server room</li> </ul>	ICT	377,230	283,891

Project Title	Project Description	Service	Total Package Value £	Billed to date £
<b>HR Additional Capacity 2015 - 2017</b>	<p>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.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• improving parts of our current HR policy framework and change management approach, including additional co-design with teams ahead of change,</li> <li>• more detailed and developed change management activities including well planned and managed communications within each Delivery Unit (DU),</li> <li>• 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,</li> <li>• 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,</li> <li>• 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,</li> <li>• 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.</li> </ul> <p>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.</p>	Transformation	1,112,110	1,112,110
<b>Schools Modernisation 2015</b>	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)	173,417	173,417

Project Title	Project Description	Service	Total Package Value £	Billed to date £
<b>Tarling Road Stage 3 Onwards</b>	<p>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.</p> <p>This document is now seeking approval to take the scheme forward to RIBA stage 3. This will deliver the following outputs:</p> <ol style="list-style-type: none"> <li>1. A developed design to enable a planning application.</li> <li>2. A cost plan to further inform construction costs for the scheme.</li> <li>3. A project programme.</li> <li>4. Various surveys to inform design and cost proposals.</li> <li>5. Other surveys, assessments and advice to input into the planning application.</li> </ol>	Capital (Non-Schools)	356,480	269,801
<b>Daws Lane Stage 2</b>	<p>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.</p> <p>By taking the scheme to RIBA stage 2 the following outputs will be delivered:</p> <ol style="list-style-type: none"> <li>1. A concept design that has been developed and agreed with both LBB and the various proposed end users.</li> <li>2. Indicative cost information to inform a project budget.</li> <li>3. Indicative programme to include planning, procurement and construction.</li> <li>4. An agreed Project Brief.</li> </ol>	Capital (Non-Schools)	183,763	183,763
<b>JSNA</b>	<p>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.</p> <p>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.</p>	ICT	24,876	-
<b>Libraries Digital Transformation - RFID Upgrade</b>	This proposal is for the procurement, installation and integration of 21 SmartServe 1000 kiosks	ICT	216,340	216,340
<b>Children's Social Care System (LCS &amp; ContrOCC)</b>	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 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.	Other	50,739	50,739

Project Title	Project Description	Service	Total Package Value £	Billed to date £
<b>Customer Transformation Programme</b>	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	219,000
<b>Liquid Logic Data Warehouse</b>	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.	Other	114,581	76,387
<b>CAS Acceleration</b>	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	57,430
<b>Capital Programme Services</b>	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	218,717	218,717
<b>CTP - F2F, Contact Centre &amp; Digital Inclusion</b>	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	50,000	50,000
<b>Mill Hill Depot Exit Strategy</b>	<ul style="list-style-type: none"> <li>• Develop and implement a strategy for vacating the Mill Hill Depot</li> <li>• Determine the viability of vacating parts of the site early <ul style="list-style-type: none"> <li>- Energy centre</li> <li>- Contractor parking</li> </ul> </li> <li>• Determine scope for achieving vacant possession</li> </ul>	Capital (Non-Schools)	191,012	191,012
<b>Greenspaces</b>	Delivery of new facilities at Barnet Cophall 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 change of provision at the Oakleigh Road site and use of the site, currently used by LB Harrow at Forward Drive.	Capital (Non-Schools)	971,975	731,420
<b>OPE Phase 3</b>	Delivery of various One Public Estate Grant Funded activities	Capital (Non-Schools)	295,343	260,289
<b>St Agnes School Expansion</b>	Design Work related to School Expansion for St. Agnes School to permanently expand from a 1.5 FE to a 2 FE, this will enable LBB to meet the increasing school place projections in the south of the Borough as well as enable the school to maintain financial stability.	Capital (Schools)	30,465	30,465

Project Title	Project Description	Service	Total Package Value £	Billed to date £
<b>Meadow Close</b>	Design work relating to the re-provision and re-location of Meadow Close children's home	Capital (Non-Schools)	143,416	84,452
<b>Blessed Dominic &amp; St James' School Expansion</b>	Delivery of Design and Technical Services in relation to school expansion	Capital (Schools)	872,001	485,366
<b>Cambridge Education Additional Finance Support</b>	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	9,072
<b>PRU</b>	Improvements to the Pavilion Pupil Referral Unit are required to ensure current and future needs for Alternative Provision (AP) can be met	Capital (Schools)	118,479	118,479
<b>Schools Modernisation 2016</b>	Annual Modernisation Programme for Schools/Education in Barnet carrying out essential school maintenance.	Capital (Schools)	393,720	393,720
<b>Libraries HR Proposal Phase 3</b>	HR support for the future delivery model of the Council's Library Service	Other	79,642	58,618
<b>CTP - Street Scene</b>	Implement the initial phase of recommendations in the Customer Access Strategy as agreed by Policy and Resources Committee. It also incorporates elements of the ICT strategy as a key enabler for change.	Other	18,173	18,173
<b>Libraries TEO &amp; CCTV</b>	Planned approach to delivering Technology Enabled Opening (TEO) and dynamic closed-circuit television (CCTV) to libraries within the London Borough of Barnet.	Other	78,364	-
<b>Libraries RIBA Stage 2 (Batch 1)</b>	RIBA Stage 2 services for the first tranche of six libraries located at: Chipping Barnet, Golders Green, North Finchley, East Finchley, Mill Hill, and Osidge. The scope of the works comprise of: Technology Enabled Opening (TEO)/ internal library remodelling; Building fabric/services improvements addressing backlog maintenance and compliance issues.	Capital (Non-Schools)	182,200	182,200
<b>Colindale Library Community Hub</b>	Procurement, installation and integration of sufficient IT capability in the new Colindale Library premises to allow migration of Grahame Park Library into the ground floor area and provision of a Hot Desk environment on the first floors.	Capital (Non-Schools)	46,684	46,684
<b>Barnet House Additional Security</b>	Improve security at Barnet House and minimise the risks which are inherent in the current operations.	Other	610	610
<b>Recruitment Service for Family Services</b>	HR to work with family services to re-design the recruitment process currently in place.	Other	210,000	210,000
<b>Fire Risk Assessments</b>	Fire Risk Assessments across 15 properties to ensure compliancy with the Regulatory Reform order (Fire Safety) 2005.	Other	19,360	14,520
<b>DDA Assessments</b>	DDA Assessments across 19 Properties to ensure compliancy with the Disability Discrimination Act 1995 and the Equality Act 2010.	Other	23,900	17,925
<b>Pensions Newsletters</b>	Pensions Newsletters for Members.	Other	11,054	11,054
<b>Adults Web Refresh</b>	Refresh of the Adults area within the Barnet website as this is a key priority for improvement as part of the Customer Transformation Programme.	Transformation	115,916	93,937
<b>Condition Surveys - Non Civic Estate</b>	Condition Surveys to 18 Non Civic Properties.	Other	30,033	30,033

Project Title	Project Description	Service	Total Package Value £	Billed to date £
<b>Compliance - Non Civic Estates Phase 2</b>	Compliance Assessments of 119 Non Civic Properties.	Other	114,240	-
<b>TEO Commercial Cover Proposal</b>	Delivering the Technology Enabled Opening solution into a number of identified libraries within LBB.	Other	191,995	-
<b>LGPS NI Database Services</b>	Implementation of the LGPS NI Database as part of the continuing commitment to provide improved and additional services. Capita Employee Benefits has a suite of services to allow LGPS funds the benefits of participating in the LGPS NI database scheme hosted by South Yorkshire Pension Authority and the Tell Us Once (TUO) service provided by the Department for Work and Pensions.	Other	11,950	9,469
<b>GMP Reconciliation</b>	Data Analysis & Data Reconciliation required with the introduction of the single state pension.	Other	7,500	7,500
<b>Hendon Town Hall - Registration and Nationality Service</b>	Works associated with the relocation of the National Registration & Nationality Service to Hendon Town Hall.	Capital (Non-Schools)	82,371	63,930
<b>Mill Hill Golf Club House Option Appraisal</b>	Option Appraisal for the Relocation of the Mill Hill Golf Club House	Capital (Non-Schools)	29,506	29,506
<b>West Hendon Asbestos</b>	At West Hendon Pavilion an Asbestos refurbishment and demolition survey was carried out prior to undertaking planned work in the boiler room. The survey identified that there was Asbestos debris and lagging in the boiler room and an interconnecting adjacent space, which is recommended for removal.	Other	6,000	-
<b>Barnet House Due Diligence</b>	Due Diligence Surveys for early lease exit	Other	80,650	80,650
<b>Commercial Support for Street Scene ADM</b>	Commercial Support for Street Scene ADM project – Soft Market Testing, Benchmarking and Shared Services research.	Transformation	21,000	21,000
<b>Intranet Enhancements</b>	Design and technical enhancements required for the Barnet Intranet site (Employee Portal). Requirements consist of both front end changes to improve the user experience and increased staff engagement, and an element of back end Content Management systems (CMS) changes to allow content editors greater flexibility.	Other	27,592	-
<b>Libraries RIBA Stage 2&amp;3 (Batch 2)</b>	RIBA Stage 2&3 services for the second tranche of six libraries located at: Hendon, Burnt Oak, South Friern, Childs Hill, East Barnet and Edgware. The scope of the works comprise of: Technology Enabled Opening (TEO)/internal library remodelling; Building fabric/services improvements addressing backlog maintenance and compliance issues.	Capital (Non-Schools)	301,200	246,700
<b>Libraries RIBA Stage 3 (batch 1)</b>	RIBA Stage 3 services for the first tranche of six libraries located at: Chipping Barnet, Golders Green, North Finchley, East Finchley, Mill Hill, and Osidge. The scope of the works comprise of: Technology Enabled Opening (TEO)/ internal library remodelling; Building fabric/services improvements addressing backlog maintenance and compliance issues.	Capital (Non-Schools)	281,785	281,785
<b>SPA Diving Options Assessments</b>	Feasibility Study for a diving facility at Cophall Leisure Centre.	Capital (Non-Schools)	28,130	28,130
<b>PRU Stage 2-3</b>	Improvements to the Pavilion Pupil Referral Unit are required to ensure current and future needs for Alternative Provision (AP) can be met. Stages 2&3.	Capital (Schools)	248,323	87,536

Project Title	Project Description	Service	Total Package Value £	Billed to date £
<b>SPA Stages 4-6</b>	The Sports and Physical Activity project is to improve the leisure estate, by providing two new leisure centres at Copthall and New Barnet stages 4-6.	Capital (Non-Schools)	253,076	185,000
<b>Church End Library</b>	Design and Management Technical Assurance services for the Design Assessment of the proposed Church End Library.	Capital (Non-Schools)	20,275	20,275
<b>Meritage Centre</b>	Plan, programme and deliver the Meritage Centre Works to ensure continued Health and Safety Compliance and to allow 'Barnet Age UK' of Adult Services to provide services from this location.	Other	5,595	5,595
<b>Corporate Learning and Development</b>	Learning and Development (L&D) function be set up within the CSG HR Service to commission and deliver Corporate Learning and Development initiatives as initially set out in the establishment of the Council's People and OD Strategy.	Other	240,516	28,296
<b>Family Services Recruitment 2</b>	HR to work with family services to re-design the recruitment process currently in place.	Other	24,000	24,000
<b>Redeployment Service</b>	The proposed redeployment service will work across the council to assist employees with opportunities throughout the council to minimise the number of compulsory redundancies.	Other	34,500	34,500
<b>Programme Services - Customer Transformation</b>	Establishment of a programme team within Corporate Programmes for a period of two years to oversee delivery of the customer transformation programme. This proposal provides only resourcing for the Corporate Programmes team.	Transformation	600,000	-
<b>Programme Services - Corporate Programmes</b>	Extension of the Transformation, Change and Capital Programmes team through the CSG Corporate Programmes Team for the delivery of the Capital & Transformation Programmes at London Borough of Barnet between Jan 2017 to Dec 2020. The costs for these teams in 2017 has been paid in advance, minus the saving associated with this pre-payment, as agreed by Barnet Council in December 2016 as part of the agreed recommendations from the three year review of the CSG contract.	Transformation	5,299,373	1,982,525
<b>Shops under Flats</b>	Fire Risk Assessments to 77 Commercial Shop Properties (shops) located below dwelling flats occupied by Barnet Housing Tenants.	Other	92,956	46,498
<b>Reminder Letters – Parking Permits</b>	Generating Reminder letters to customers to renew parking permits and reduce the number of PCNs issued to permit holders.	Other	7,469	-
<b>Adhoc H&amp;S Support 2016</b>	H&S Consultancy Services Completed in 2016.	Other	6,413	6,413
<b>Libraries RIBA Stage 4 (batch 1)</b>	RIBA Stage 4 services for the first tranche of six libraries located at: Chipping Barnet, Golders Green, North Finchley, East Finchley, Mill Hill, and Osidge. The scope of the works comprise of: Technology Enabled Opening (TEO)/ internal library remodelling; Building fabric/services improvements addressing backlog maintenance and compliance issues.	Capital (Non-Schools)	142,643	60,500
<b>Wisdom to LCS</b>	The WISDOM to LCS migration is part of an overall LCS (LiquidLogic Children's Social Care System) improvement project to ensure that LCS and EHM are designed to support the needs of practitioners, thus driving practice improvement whilst still providing the foundations of statutory and Ofsted requirements.	Other	93,630	62,420
<b>Condition Survey 4 No Schools Barnet</b>	Condition Surveys for Compton, Fairways, Northways and Colindale Schools.	Capital (Schools)	38,090	19,045

### Appendix 3 – Corporate Programme Resources

Project	Current Status	Role
A8: New build of CIL and Grahame Park Library	Deployed	Project Manager
Adults Social Care Project Manager	Complete	Project Manager
Libraries Strategy	Complete	Project Manager
Depot Relocation Programme Manager	Deployed	Programme Manager
Early Intervention and Prevention / Free Early Education 2	Complete	Project Manager
CIC Resource Management	Complete	Project Manager
Street Scene Project Manager	Deployed	Project Manager
Street Scene Project Officer	Deployed	Project Officer
SPA Project Manager	Deployed	Project Manager
Meadow Close	Deployed	Project Manager
Libraries Support 2	Deployed	Project Officer
CIL and Grahame Park	Deployed	Project Manager
Family Services Project Support	Complete	Project Officer
Libraries Programme Project Support	Deployed	Project Officer
PRU Project Manager	Complete	Project Manager
Tarling Road Project Manager	Complete	Project Manager
Libraries Service Change Manager	Deployed	Project Officer
Community Safety Project Manager	Deployed	Project Manager
Adults Transformation Project Manager	Complete	Project Manager
HTH Registrars Project Manager	Deployed	Project Manager
Blessed Dominic and St. James Project Manager	Deployed	Project Manager
Daws Lane Project Manager	Deployed	Project Manager
Libraries Capital Programme Management	Complete	Mixed Team
Parking Project Officer	Deployed	Project Officer
0-25 Project Manager	Deployed	Project Manager
PRU Project Manager	Deployed	Project Manager
Church End Library Project Manager	Deployed	Project Manager

Project	Current Status	Role
Technical Solution Architect	Deployed	Technical Solution Architect
Libraries Capital Programme Management 2	Deployed	Project Manager
Libraries Capital Project Management	Deployed	Project Manager
Adults Social Care Direct Resource	Deployed	BAU