Customer Support Group (CSG) – Q1 2014/15

1.1 DELIVERY UNIT DASHBOARD

Revenue budget projected year end variance £000	Capital actual variance £000	Corporate Plan Performance	Management Agreement Performance
0	0	N/A	14

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements

During April a significant number of new systems and service relocations took place. These were originally envisaged to take 12 months but have been completed in 8 months, to budget and with no planned down time:
- HR Payroll Operations – relocation to Belfast and go live of Core HR system, Customer Relationship Management (CRM) Dynamics
- Schools HR service – relocation to Carlisle and Go live of Resourcelink
- Pension Administration – relocation to Darlington and go live of Hartlink system
- Customer Services – Relocation to Coventry and Go live of both Lagan Customer Relationship Management (CRM) and the new Telephony platform
- Revenues and Benefits – the relocation of administration to Blackburn and Systems control and specialist services to Bromley

Customer Services continued to deliver strong performance at the same time as call volumes have been high. The service is answering 97% of all calls compared to just 90% when the contract started. Despite some telephony issues, Parking backlog and relocation within the quarter (detailed below) customer satisfaction across all channels has remained at 68%, down just 1% against Q4. Significant improvements have however been made in First Contact resolution (the number of customer interactions resolved at the first point of contact) with performance up from 49% in Q4 to 61% Q1, and Customer Advocacy (Calls answered in 20 seconds) performance up from 72 % in Q4 to 78% Q1.

The Finance Service submitted the draft accounts 1 day ahead of the contract target on 30th May and was the second council to do so nationally. The external Audit has been completed and initial feedback from the Auditors has been very positive.

Key Escalations	Actions required
There were significant telephony issues during May leading to calls being dropped when Coventry staff attempted to transfer calls back to a Barnet service, Lost calls – callers reported an inability to connect, Switchboard Service dissatisfaction due to the inability to locate the staff in the directory they had inherited and callers getting the Unobtainable and engaged tones.	A number of immediate actions helped to relieve these issues as bad practice with call diverts and hunt groups were removed and better data being provided to the Switchboard. The biggest issue however is capacity on the 180 lines that is breached at times of peak call volumes. This is being addressed in the short term by expanding network and line capacity (60 additional lines) and adding additional bandwidth and resilience to services. Business processes have also been addressed to reduce callers in relation to campaigns. A number of longer term strategies and recommendations have also been tabled with the Council.
Corporate and strategic reporting from the new key systems has been challenging as the primary focus of the transformation teams was the successful go live and embedding of systems. However a number of key interfaces were not in place at go live and standard reporting functionality could not provide the required Management Information (MI) for Delivery Units leading to potential delays in Corporate Performance Reports and difficulties in Budget Monitoring.	The key interfaces between HR Core and Integra went live at the start of July but Finance were able to produce quarter end establishment monitoring reports using Integra (the new finance system) in advance of that. Some new HR reporting requirements emerged which are being progressed. The new Customer Relationship Management (CRM) system has been cleansed of test data and an extract created to collate all Complaints, members' enquiry and Street Scene data. This highlighted data issues in the way cases were being closed and classifications applied. Quarter end reports have been created and system improvements will be made and training provided to correct the issues around case closures.
The members IT and IPad rollout faced a number of difficulties in the early weeks with members complaining that the iPads didn't have connectivity, due to issues with emails and as they did not offer the functionality required to review and store documents.	It has been agreed that all members will have a laptop to use for office functionality and tasks and that iPads should be used for on the go work, viewing email and calendars and committee papers. Members IT support have been addressing all Member issues through home and office visits and work is ongoing on the connectivity issues and the potential rollout of Office 365 functionality,

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

Q1 has been a challenging one for CSG with 5 key new systems and 5 service relocations going live during April as well as telephony and network infrastructure being put in place. The original plan has been to complete these over a 12 month period but due to the delays following the Judicial Review this was compacted to a 8 month delivery timescale to avoid an reduction in savings to the Council. The intense nature of the transformation placed huge demand not just on the transformation team but on the operational teams who had to support testing, go live and then support services and users through the go live snags and embedding of the new ways of working. Extensive support was in place by CSG teams throughout the first weeks which went well but an emerging list of snags emerged that have taken longer to fix than hoped.

These new systems and service implemented across HR, Finance, Customer Service, Pensions, Schools and IT also went live at a traditionally busy time of year. They were delivered against a backdrop of other key challenges including: Changes to Pension and Tax regulations, Annual Council Tax Billing, the new parking system going live, the elections, schools admissions applications process and the closure of the year end accounts.

Whilst issues were to be expected in a change of this scale and most were quickly dealt with including corrections to payroll, invoice and direct debit delays, payments and system access rights and structures, a number of on-going issues have led to further action being required. The higher impact issues are discussed in the detail below. More significant in terms of the impact on customers were the telephony issues experienced in May which led to a formal contract Remedy Notice being served around the delays in addressing the issues and the wider responsiveness of the ICT Service. This has been responded to and a remediation plan has been instigated with regular updates going to the Council commercial team.

The relationship between the Council and CSG has faced some pressures, particularly when the telephony issues were causing members, officer and customer complaints. Further challenges and pressures are arising in the Human Resources and Payroll service, evidenced by the two consecutive failures of the Payroll KPI and data breaches leading to a failure of the Super KPI covering compliance with Council policies. The Council is concerned about the on-going performance in this area and is considering further action to ensure that levels of performance are in keeping with the requirements of the contract.

The Council and Capita teams will work together on these issues and will maintain a generally good working relationship and strong shared programme Governance across the transformation activities until all the snagging issues are closed.

CSG has also been working closely with Delivery Units and the Council's Assurance function to resolve a number of inherited or on-going issues that led to limited or no assurance findings. Specifically these were around ICT Access controls, Swift and Wisdom system management, Business Continuity and people management. Progress has been good against these and Assurance report that all their recommendations around People Management have been implemented, and 20 out of 22 recommendations around access controls, Swift and Wisdom controls and the Swift upgrade have been completed with 2 partially implemented and due to be complete in Quarter 2.

The Finance Service concluded the quarter successfully by submitting the accounts one day ahead of schedule on the 30th June, the 2nd Council nationally to do this, and has received very positive initial feedback following the successful completion of the external audit of the accounts.

Good progress has also been seen in the key infrastructure project for the data centre migration which is key to creating a more resilient and reliable infrastructure and remove the current intermittent failures. In the meantime extra monitoring and out of hours support has been put in place over and above the contract requirements in recognition of the need for out of hours access to key systems for many Delivery Units.

1.4 ASSESSMENT OF SUPER KPIS

One Super KPI reports on a quarterly basis; **Compliance with Council Policy** – there have been a number of reported breaches in relation to data protection after information was sent to the wrong people and documentation was left behind following an office move. Incident reports were completed for each and the breach was considered low risk as the incident was limited in terms of effected people and contained within the organisation. The recommendations following the investigation have been communicated to all CSG staff and additional controls have been implemented. This is reported as a Fail for Q1, resulting in a service credit of £56,130.

1.5 SERVICE CREDITS PAYABLE IN PERIOD

The reported outturn against HR008 for May and June reflect monthly performance which in this instance attract service credits. For the sake of clarity, please be aware that the quarterly outturn is measured over April May and June and therefore results in a different figure.

Period	KPI	Performance Level v Target	Service Credit Applied (£'s)
Q1	RB023 Average speed of processing Changes	6.89 days Vs. 6 days	£9,630
Q1 – May 14	HR008 employees are paid correctly	18.10% vs. 0.34%	£4,127
Q1 – June 14	HR008 employees are paid correctly	0.53% vs. 0.34%	£4,127
Q1	Super KPI36 – Compliance with Authority Policy	Fail v Pass	£56,130
Total Service Credits in Period			**£74,014**

2. CONTRACT REPORTING

2.1 Overview of performance against Contract

Total No. of KPIs	RAG ratings				Positive/neutral DoT	Negative DoT	No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red			
41	18	0	0	3	15	6	22

* 1 KPI (HR010 – Absence Projects and Interventions) did not report in period. See commentary below.

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

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
HR008	To ensure all employees are paid correctly including ensuring all statutory and other deductions of pay are correct (Minimal errors: Pay Errors - an error is defined as made directly by HR and excludes any errors resulting from incorrect authorisation or information supplied by line managers)	Apr 14 - Jun 14	0.34%	0.34%	1456/23807	6.12%	1698.8%	▼ 1698.8%	Internal KPI
RB023	Average speed of processing for changes	Apr 14 - Jun 14	4.00	6.00	305977/44435	6.89	14.83%	▼ 72.25%	DWP - Outer London LAs - Barnet is the 2nd best performer for CoC

| Super KPI 002 | Compliance with Authority Policy | Apr 14 - Jun 14 | | Pass | N/A | Fail | N/A | ↔ N/A | |

2.3 Interventions & Escalations

KPI NO and title	Comments and Proposed Intervention
HR008 To ensure all employees are paid correctly including ensuring all statutory and other deductions of pay are correct (Minimal errors: Pay Errors - an error is defined as made directly by HR and excludes any errors resulting from incorrect authorisation or information supplied by line managers)	**Intervention Level 2 - Operational improvement plan within Delivery Unit** The Quarter outturn failed the target of 0.34% errors and service credits were paid in May and June. The May outturn of 18.10% errors was a result of the service not applying the 1% pay rise to staff as requested by the Authority in time for the end of May Payroll due to the inability to test the calculations prior to applying it to the live system. Technically the award, which is formally agreed by the NJC hasn't yet been agreed, and this is expected to be formally agreed in October 2014. However the employers side (Councils) have announced it is only making an offer of one per cent and will not be entering into any further negotiations. On that basis, the Council instructed CSG to make the payment although it is still subject to this formal NJC agreement to become "contracted" with local Government staff. However despite the technical situation, in recognition that an instruction was given and staff had been advised that the payment would be made in May, CSG and the Council have taken the decision to treat this as an error and a service credit of £4,127 will be paid to the Council. The June outturn missed its target by 0.19% achieving error rates of 0.53% vs. a target of 0.34%. This was driven by the continued high volume of manual payroll entries that are still being processed for 20% of Council staff which leads to higher error rates and more issues. The Service is working closely with the Delivery Units to overcome the level of errors, make manual processing more streamlined and over time move them to more automated processing. The Council and CSG need to work together to target a reduction in the 20% of staff currently submitting manual timesheets, particularly in Street Scene and Barnet Homes. Manual processing is costly; time consuming and more prone to errors and CSG did not price to process this level of manual transactions which means that service costs are above the contract assumptions. We need to find ways to incentivise more automation and self-service or to streamline submissions to reduce errors, workload and cost and we are working with Delivery Units to achieve this via weekly governance meetings and a service improvement plan.

RB023 Average speed of processing for changes	**Intervention Level 2 - Operational improvement plan within Delivery Unit** The quarter started with increased workload which was expected following annual billing. The Service actually processed an additional 3,800 changes in May when compared to April's output but this has had no impact in the average days taken. While the additional resources assisted the ATLAS file produced by the DWP which normally produces high volumes of automatic updates within 1-2 days of changes, did not update. This was identified as a DWP issue and was chased daily on Wednesday 11th, Thursday 12th and Friday 13th with a daily expectation set by the DWP of an instant resolution. Unfortunately, this resolution was not forthcoming until Sunday, 15th June In June we saw the average number of days to process a change reduce to 5 days, compared to the 8 days reported in April and May. This was achieved by the use of overtime and improvements in the processing volumes from the offsite team. However the Quarter end outturn was 6.89 days, missing the quarter target of 6 days. Service Credits are calculated for this service on the basis of Quarterly/Monthly performance which confirms that a service credit is due in relation to The Speed of Processing Changes in Circumstances totalling £9,630. However it is noted that Barnet is performing 2 highest in outer London for the average speed of processing changes. The following measures from last month have enabled us to exceed the in month target and we are in a position to move forward and meet the next months and quarterly target. – this is no longer an established monthly challenge • an additional 8 benefit officers completed their training in April and their productivity continues to increase • overtime is now being offered both on- and off-site
Super KPI 002 Compliance with Authority Policy	**Intervention Level 2 - Operational improvement plan within Delivery Unit** Two data protection breaches occurred during Q1 which were all considered to be a low risk by the Councils Information Management team as their impact was small and the issue was contained in the organisation. The following actions have been put in place following these and to address the specific recommendations of the IM team in relation to the breaches. **Office Move - data breaches** The IM team found that while CSG had communicated and documented the actions to be taken when staff left the contract or service, no specific action was highlighted in association to their paperwork and any documentation held in files or cupboards. As a result ownership of the safe disposal or securing of this information was not clear and although FM had been asked to clear some this had not been completed. The information was however not all personal or sensitive and some was very old. Following the incident and findings a number of actions have been completed; • the leavers checklist for CSG has been updated to show CSG managers must check documents and paperwork for leavers and either dispose of them securely or store them securely if they needed to be retained.

	• all managers across RE and CSG have been reminded of their responsibilities to complete these tasks
	• FM have been asked to liaise with managers when staff vacate areas to make sure that any documents not required are safely disposed of or moved to secure storage
	Occupational Health Breach Following the breach the IM team worked closely with the HR operations team to establish the correct validations between the address list provided by the third party provider for occupational health (that was discovered to have errors) and the payroll record and the required steps were completed to identify all staff effected so that they could be communicated with and so that the exercise could be rerun successfully. The Council's IM team validated all steps in this process and agreed the content and recipients of the letters.
	Additional actions include the following Business Assurance: Additional Checking Procedures
	a. Quality Methodology used by independent team to verify a sample check of all letters being produced b. This will be in place moving forward and monitored by Management Information and signed off by Service Delivery Manager or Deputy
HR010 All projects/interventions that have been agreed are delivered in a rolling quarterly Programme of Work order to positively reduce the Authority's absence in levels where completion is within the Service Providers span of control	**Intervention Level 2 - Operational improvement plan within Delivery Unit** This indicator requires the Council, via the Workforce Board, and CSG to agree a specific set of interventions and projects to be delivered by CSG that will positively influence the level of sickness / absence throughout the Councils Delivery Units. CSG has created a number of bespoke reports and activities to assist in managing levels of absence, but the Workforce Board has not formally signed off a plan or proposal of key interventions. Whilst there were been no corporately agreed plans and projects in place in Q1, local Business Partners have actions in place for the Delivery Units. There were documented actions and reports to local areas (most visibly Family Services, Streetscene and Adults) although not formally agreed workforce projects. In recognition that CSG has an obligation, as stated in the Service Delivery Plans, to assist the Council in reducing levels of sickness/absence, CSG will be investing in additional resources to fast track projects and interventions over the first half of the Financial Year and will focus on detailing a key set of interventions with the Workforce Board for implementation in Q2. CSG will be tasked to deliver an action plan to achieve the required improvement.

PI NO and title	Comments and Proposed Intervention
FI PI026 - 1st reminder letter issued to customers no later than 21 days of date that sales invoice was raised FI PI027 - Final reminder issued fourteen (14) days after first (1st) reminder letter issued	**Intervention Level 2 - Operational improvement plan within Delivery Unit** A let was provided for the month of April as the new Finance Integra system had just gone live and additional checks and validation was required of all invoices. Issues with the delays in agreeing the GIRO slip (which had been changed by the bank) and some minor errors following SAP data quality issues led to delays in issuing invoices and 5 payments being collected wrongly by direct debt – as a result reminders and final reminders had to be delayed accordingly All invoices were up to date by the end of May and reminders are expected to be issued as normal and in line with the contract targets during July.
HR PI14: Employee Relations and HR PI15: Business Partners and Change	**Intervention Level 2 - Operational improvement plan within Delivery Unit** Both these indicators require CSG to demonstrate quarter on quarter improvement against a basket of Management Information indicators - Average number of sickness absence days per employee (Rolling year) - Average number of absence days per employee this quarter (target is seasonally adjusted) % managers submitting a monthly absence return % performance reviews completed and agreed for eligible staff only % mid year reviews completed for eligible staff only - Variance of total paybill to budget Whilst recognising that the Service has been in undergoing significant change and a new system has been implemented, partial and incomplete data has been provided to date. CSG will be asked to provide these reports and relevant improvement actions during Q2, as part of the work of the HR function to provide effective and efficient support to the organisation.

3. RESOURCES AND VALUE FOR MONEY

3.1 Contract price

Description	Variations				Comments	% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q1 Forecast £000	Variation £000		
CSG	22,153	22,153	22,153	0		**0.0%**
Total	**22,153**	**22,153**	**22,153**	**0**		**0.0%**

3.2 Capital

	2014/15 Latest Approved Budget	Additions/ (Deletions) - Quarter 1	(Slippage) / Accelerated Spend - Quarter 1	2014/15 Budget (including Quarter 1)	Forecast to year-end	Variance from Approved Budget	% slippage of 2014/15 Approved Budget
	£000	£000	£000	£000	£000	£000	%
CSG Delivery Unit	-	-	-	-	-	-	**0.0%**
CSG Delivery Unit	**-**	**-**	**-**	**-**	**-**	**-**	**0.0%**

3.3 Contract Changes in Period

7 contract variations were submitted during the quarter and are included in the summary below. The detail relating to these changes in shown at Appendix 2. None of the changes raised during the quarter has a financial impact on the contract price.

Cumulative Contract Change Summary

Change Raised by	Status	Number of Changes	Summary Financial Impact (£s)
Authority	Agreed	7	627,547
	Cancelled	2	-
	Pending	2	-
Sub Total		**11**	**627,547**

Change Raised by	Status	Number of Changes	Summary Financial Impact (£s)
Service Provider	Agreed	17	-989,600
	Cancelled	3	-
	Pending	8	-
Sub Total		28	-989,600
Total		39	-362,053

4. OVERVIEW OF DELIVERY UNIT

4.1 Managing the Business

This Quarter saw CSG services meeting or exceeding most targets. The exceptions to this were the Revenues and Benefits KPI for new Claims processing which had challenges with staffing levels against the workload received and HR Payroll accuracy where the initial month of challenges following go live and the late payment of the 1% pay award both also led to service credits being paid. The HR Service also suffered a data breach during Q1 as detailed below.

Customer Service

Customer Service continues to perform well with 2 KPIs improving on the Q4 results First Contact Resolution now at 61% (previous outturn 49%) and Customer Advocacy - Calls answered in 20 seconds at 78% (previous outturn 72%). Customer satisfaction was down 1% at 68% but still ahead of the contract target of 65%. These were achieved despite the fact that the service has faced a number of challenges in the quarter following the go live of the new Customer Relationship Management (CRM) and telephony system and the relocation and go live of the new Coventry Contact Centre.;

On 30th April there was a major network and telephony outage at Capita's West Malling data centre that had a profound effect upon the Managed Voice Service (MVS) telephony in the Coventry call centre. The infrastructure and service did not fail over fully to the secondary data centre as designed and in turn impacted the infrastructure providing Capita telephony services. During the incident about 25% of the normal calls were able to be taken in Coventry.

While the incident itself was unprecedented the impact upon the council's resident-facing service was significant. A Major incident report was created and this has been shared with the IS senior responsible officer and council's Commercial Director & Key actions include a review of Communications, escalations and future reporting of federated issues

The new contact centre implementation project was a multi service, complex and high impact change that had to be closely managed through a joint programme board. The situation was further complicated by the lack of documentation and retained knowledge of the Council's existing telephony solution inherited by CSG, in particular in relation to a number of legacy issues and

practices existed which had been put in place over time. Legacy issues have been uncovered during the quarter as problems emerged over the Council's 180 telephone lines which present themselves by callers not being able to get through on all calls, getting an unobtainable or engaged tome or the call being cut off. Examples of the practices causing some of the issues included:

- The suspension of Council extension numbers by staff away from their desks through the "send function"
- The diversion of Council extensions to other phones and their onward diversions to other unanswered extensions which ended after 4 diverts in the call being "suspended" without connection
- The diversion of Council extension numbers to mobile numbers
- The diversion of Council extension numbers to the Switchboard in Coventry.

Unfortunately due to the design of the integration of the two telephony systems these practice meant that in many cases each call could take two lines up with one being used for the incoming call and one for the routing or diversion. In essence these actions have released additional volumes onto the lines that may not previously have got through; this was particularly the case in relation to point 2.

The situation has been further aggravated by adding the seasonal events and annual campaigns below (which have coincided with this period of change) the capacity issues were exacerbated and extended over a period of time.

- The introduction of a new Parking system by the Council requiring new processes and training in the contact centre and period of downtime that resulted in backlogs of enquiries and requests in the contact centre
- Council Tax Annual billing taking place at the same time as the contact centre went live in April
- The annual schools admissions applications process at the start of 2014
- The elections in May 2014, and
- Increased calls due to the Council Tax Support scheme which meant that 23,000 borough residents have for the first time had to pay some council tax and have received documentation and enforcement notices that have led to increased contacts

The culmination of the issued outlined above and increased call volumes was that the capacity of the Council lines has been breached on several occasions during May and once in June. A number of steps are now being taken to address this which are set out in the ICT Service Section below.

The Switchboard service has also had "teething" issues following its transfer. The level of local knowledge that existed with the staff that transferred was underestimated and compensated for the fact that the Staff Directory list was out of date and was not proactively maintained as a single master dataset. A number of actions have now been taken to rectify this:

- All calls are being monitored for quality purposes and in the event of mis-directed calls or complaints any training and quality issues are identified and addressed with the member of staff
- Two additional sources of staff contact data used in the Council will be searched alongside the original directory
- Staff are given the phonetic alphabet to spell names, and a tracking device now logs every single search to learn from when people can't be found
- In the event that none of the above yield the correct contact number, the staff will place to call to someone else in the team in which the person sits
- Switchboard staff will amend their directory as and when they find a name is missing
- The new council HR system will ultimately hold the master data set of staff contact details and this will be updated by the Starters and Leavers process which is now live.

CSG has also confirmed that Call capping is possible to both the existing CISCO and new Managed Voice Service (MVS) telephony platform. This has only been used on three occasions all during May 2014 and followed the issues of high volumes of enforcement notices. Call capping does not result in callers getting the unobtainable or engaged tone, instead they hear a recorded message on any capped lines that states that all agents are busy and they are unable to take the call and requesting that the caller calls later when the lines are quieter

Face to Face wait time performance has remained steady with secondary wait times at 7.5 minutes against a target of 8.8 minutes. Initial wait times have shown a significant improvement down to just 3 minutes for the quarter against a target of 6.5 minutes. Proposals are being considered to combine these measures into a single end to end wait time measure during year 2 and to introduce an improved ticketing system with more accurate MI.

Email response times were a challenge in April with performance falling below the target response time of 76.2% but have recovered in May and June and finished the quarter on 78.4%

Reporting on webforms was an issue in June as these continued to be logged in the SAP Customer Relationship Management (CRM) and now need to be uploaded to Lagan CRM but the April and May outturn was significantly above the 64.4% target at 83.3% and 92.1% respectively.

Reporting out of the new Lagan Customer Relationship Management (CRM system) for the quarter end Customer Experience Report has been a challenge. When the quarter end reports were created it highlighted some issues with the recording and

reporting of case closure as information input by Delivery Unit staff and Customer Services Agents was in the wrong fields. But this has been corrected and process changes and training implemented to ensure that this is correct in future. A dedicated transformation lead has been assigned to close all snagging issues and create a forward plan, and focus on quality. .

Estates

The Estates Service has continued to perform well and has met all its contracted performance targets despite the considerable challenge in terms of workload from Council Change and Capital projects, the annual work plan for property maintenance and the CSG estates transformation projects around property strategy, the new Integrated Property Management System and the need to complete all asset valuations in order to assist with the close of the Councils financial accounts at year end..

During the quarter the Estates Service has had a number of successes, these include:

- The team have supported a Barnet corporate training initiative on Asbestos Awareness training for schools. HSE have now (May 2014) formally signed off the actions against the Improvement Notice served on Barnet in February of this year. We now need to work with Barnet to establish appropriate corporate awareness and infrastructure around the management of asbestos before we can take on this responsibility. This work at a corporate level in Barnet will also underpin a number of compliance management issues.

- The latest statutory compliance report issued to the Assets and Capital Board (25th June) for the Civic Estate buildings shows that the buildings are compliant with some outstanding remedial issues to be managed out with the Landlord. .

- The Service continues to carry out trials on a number of energy saving measures prior to adoption of these to be rolled out on a wider scale. Staff are busy compiling audit information for the Carbon Reduction Commitment and output information for the Cabinet Resources Committee report which has a delivery deadline of 31st July; with submission planned for w/c 21st July.

- FM team worked very hard assisting with the Elections in May. Ballot boxes collected by Presiding officers from NLBP and returned close of polling to NLBP for transporting to count venues.

- Strategic Asset Management Plan (SAMP) – has been drafted and will go to the Assets, Regeneration and Growth (ARG) committee in September.

- The Community Asset Plan was due to be delivered in September 2015 but is being brought forward to Assets, Regeneration and Growth Committee in December 2014.

- Schools Capital Programme has delivered 3 significant school expansions

- The Office Rationalisation Strategy was also agreed by the Assets and Capital Board in May and will now need to be consulted on with members and staff.

- Depot Relocation – CSG are progressing the development of a planning application for the relocation of the depot.

- Compliance – CSG will be reporting a high level view of the current compliance status for the non civic estate at the Asset and Capital board in the autumn.

- Strategic Asset Management Plan (SAMP) – The Team have produced a draft version in preparation of taking the plan to Committee in September.

The service is on target to meet all our contract guarantees for Repairs and Maintenance savings and income related to property disposals, print and MFD income.

Significant additional work is being undertaken to clean and consolidate the existing property data into a definitive schedule of Barnet Property Assets that will meet the Council's needs as well as provide the information required for Estates' service areas. This work is essential for a successful implementation of IPAMS. The system is due to go live in October, which is later than originally planned but will provide a single view of all asset and property information for the first time.

Finance

April saw the go live of the new Finance system Integra, which replaced SAP. During the first month some minor issues emerged which were resolved during April and May

Accounts payable – issues on Accounts Payable were generally being caused by:
- Manual process for the AP team for open Goods receipted Purchase orders on SAP which didn't migrate to Integra
- Users having to re-open Purchase orders on Integra for PO's which weren't goods receipted in SAP
- The amendments to the approvals hierarchy reducing who can approve what codes

Accounts Receivable – initial issues meant no direct debit runs were carried out and no reminders were sent until the end of May, one month later than planned. These delays were caused by being sent. Issues on AR include:

- Direct debit information being migrated from SAP with incorrect details
- Direct debit runs being taken close together causing concern for customers
- Lack of visibility over what has been run

The main issue throughout was the lack of interfaces providing data from the HR systems which impacted on the Finance team's ability to provide information to the services. For the Quarter 1 monitoring the Finance Team had to manipulate the data in order to produce reports for the services to update their salary monitoring reports. Further work is on going with the HR teams to try to resolve this issue which was expected to be live in early July. By the quarter end the Council services issues logs relating to the system go live were all closed down, any open issue was moved to the service improvement log and monthly meetings to review the services are being diarised.

The draft Statement of Accounts was produced in line with the agreed timetables. The first draft was completed on the 16th May with the final draft being uploaded to the Councils website on May 30th.

The yearend Audit by Grant Thornton took place in June and completed with no material issues raised. The service had over 100 queries from the auditors as part of their audit all but a few being answered and resolved within 48 hours of the query being raised. The Draft ISA 260 was also issued on Monday 7th July and showed a relatively smooth audit process with no major issues to report to the Audit Committee.

The public consultation of the accounts closed on the 28th June, 2 members of the public have raised questions and an initial meeting has been held with both. Both members of the public have followed up these questions with further requests for information which are being responded to. The questions were addressed by the Finance team and the Council.

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HR Service

The HR service has had a challenging quarter following the go live of key systems in Health and Safety, pensions (Hartlink) and two key systems in HR payroll (Core and CRM Dynamics).

During this time we have had some real successes given the scale and pace of change, these include

- We processed the new tax changes and codes for 2014/15 following extensive legislation changes
- For the first time we have full visibility and proactive reporting of accidents and assaults on our premises and for all staff on the new Virtual Health & Safety Management System (VHSMS).

- We have improved performance against the CIPFA benchmarks for the ratio of pension members to Pension administration staff from 2476:1 to 3497:1 and from cost of £26.57 down to £20.46

Snags with the new HR systems and processes created challenges in April and May but were being proactively managed to close as part of the CSG transformation. Key issues have been:

- Data Quality - There were issues on go-live, due to the quality of data taken from SAP and issues relating to the large amount of incorrect manual timesheet submissions and process to provide them
- The first payroll run did result in 23 people being paid incorrectly of the 8,000 staff paid – this was a mix of user, data and system errors – but all payments were corrected within 24 hours of the first payroll run
- 1% pay rise – this was awarded by the Council in anticipation of the NJC award being accepted but was paid 2 days late – a service credit resulted and all staff were paid by BACS

- The biggest challenge for the service has been the high level of paper forms being submitted with 20% of staff using manual forms in June. A working group has been established to address this so that the process will be much smoother for the council and will also greatly reduce the volume of manual data entry by the Payroll team.

The interfaces to the Integra system were also not in place at go live and this led to issues for Delivery Units on reporting establishment budgets and with the posting of payments to the AIMS finance system. Both went live in early July.

A data protection breach occurred when the contract with the Council's previous Occupational Health provider expired. The files need to be returned to GPs or passed to CSGs Occupation Health Service, and HR was asked to provide addresses to all the current council staff with occupational health records to ask what they wanted to happen to their files. However there were issues with the quality and accuracy of the data provided by the previous provider due to a lack of unique identifiers on their records. HR were asked to cross check Dates of Birth from the previous provider's list to Core to provide addresses. The cross check pulled over the address of the first HR record with a matching birth date, which was loaded into the template. No validation was done to check the names were the same. As a result of this 73 household received letters which were for people that did not live there. However the only personal information contained in the letters was the name of another employee. All staff affected have been contacted and apologies issued, the process has been re-run and validated and new correct letters have been issued. A full DP incident report is being completed. While there has been a data breach the scale and severity does not require that the incident is reported to the Information Commissioner. This is however, recorded as a failure to comply with Council Policy.

The schools payroll system (Resourcelink) went live on 1st April and the service moved to Carlisle – the schools have fed back issues with the new systems and service which have been addressed as follows:

- Functionality - processing payments is slower - we have made a Commitment to improve the system functionality
- Reporting - the new format of information and reporting is different creating challenges and they would like more information - a system improvement plan is in place and additional reports will be ready for the new term in September 14
- Relationship Management – schools want a more personal service and a person to contact - we will put a named contact in place for all schools and a schools user forum set up to engage in the design and testing of improvements
- Training – the new system is hard to navigate - additional training will be offered from the new term in September 14
- Newsletters will also now be regularly issued to feedback what we have done in response to any issues and what improvements are planned

Lastly the Council has raised issues about the lack of management capacity in the service given the wholesale transformation activities taking place across the council. Additional interim staff have been brought in to support transformation and these strategic initiatives more widely and recruitment is underway for the Children's Strategic Support Business Partner. This capacity will be closely reviewed during Q2. Regular liaison meetings have been held with the Delivery Units and updates provided on progress.

Additional activity is now required to ensure a programme of activity is in place to support management of absence across the organisation; and to fully embed required management information reporting to the authority.

IS Service

All KPIs for the IS service have exceeded their targets during the quarter in spite of unprecedented demand on the IS team to support the wider CSG transformation projects in relation to the HR, Finance and CRM system go lives, the move to Belfast for HR Operations, the move to Coventry for the contact centre and the new Intranet Employee Portal going live.

On 30th April there was a major network and telephony outage at Capita's West Malling data centre that had a profound effect upon the MVS telephony in the LGS Coventry call centre, since the service did not fail over gracefully to the Laindon data centre as designed. During the incident only a percentage of the normal calls were able to be taken in Coventry. While the incident itself was unprecedented the impact upon the council's resident-facing service was significant and there were significant potential reputational issues created by both the failure itself and also the lack of coordinated communications and escalations around the incident. Following on from the incident the following actions have been undertaken

- A Major incident report was created and this has been shared with the IS SRO and council's Commercial Director.

- Capita is reviewing the suitability of the federated incident management processes.

A remedy Notice was issued against the service on 29th May following concerns about the responsiveness and proactivity of the service and the issued surrounding the telephony (as detailed in the Customer services section above). The culmination of the issued and increased call volumes was that the capacity of the Council lines has been breached on several occasions during May and once in June. A number of steps are now being taken by the ICT transformation team to address this including

- Additional Capacity - 60 new phone lines are being put in week commencing 14th July providing 240 in total – these were reduced to 180 at the start of 2013 and before the impacts of the Council Tax Support Scheme on call volumes was known or understood.
- Configuration – we are routing more calls onto the new telephony platform removing demand from the 180 lines, particularly the Revenue and Benefit calls which can easily adversely impact the lines and we have changed the way that diverts worked having established that calls diverted 4 times were held in the system without ever being connected or recorded. Calls are now getting through
- Good Practice - we have smoothed the profile of the Council Tax Enforcement runs spreading the calls and need to be agreed with the Council to advise all Delivery Units on good practice in terms of call diversions, voicemail and logging on.

A pilot project led by Governance used a group of members to identify the IT package that we would provide to Councillors - It was agreed that we would use of iPads as the main device replacing laptops and blackberries. The Business Case showed a significant saving in Print costs by using iPads instead of hard copy papers. The iPads were provided to all members following the induction but a number of issues emerged shortly after including:

- Email performance in advance of the server being moved to the new data centre – 24 x 7 monitoring was put in place on 12th June
- Devices resetting and loss of systems – this was largely due to problems with the new complex PSN compliant passwords – training and support was provided in June
- Poor fitting cases – CSG provided alternative cases
- Inability to source Mobile Phones – this was due to the change in provider but these were provided within the promised timescale following the last committee
- The change of the Project Manager leading the project – this was due to the last PM taking an alternative role - the new Project Manager has more experience and will be well placed to move the project through the next stage

- Wi-Fi access – there was an inability to get a signal after members room changing

However there were also some key successes for the service in the quarter including:

- The New data centre has been equipped with new infrastructure bringing better reliability and disaster Recovery and server migration has started
- The employee portal went live successfully bringing new functionality
- The service desk is now resolving more calls first time – 84% in Q1
- New IT Access policy and controls implemented creating better security and good practice and ICT has helped address some key Audit recommendations around legacy issue for Access controls, Swift and Wisdom in order to address previous limited or no assurance returns reported at the April Audit Committee.

Procurement Service

All KPIs for the Procurement service have been met or exceeded during the quarter despite the team undertaking significant work to support the role out of the procurement functionality within the new Finance System, testing and user training. This was the first of the new CSG systems to go live successfully at the end of March with only minor issues in relation to data migration that have all been subsequently fixed.

The procurement guarantees to the council for the end of contract year 1 (September 2014) is £1,040,051. Against that target we have delivered savings of £1,207,000 as at the end of June from eight projects which have been fully scrutinised, approved and signed-off by the LBB Procurement Board in accordance with the agreed three stage governance process. I further £1.3m has also been developed and is progressing through the validation and approval processes.

With regard to Medium term Financial savings (MTFS) projects, the contractual guarantee is £4,200,000 by the end of contract year 2 (August 2015. The current position is that eleven MTFS projects across Adults and Children's service have been identified as potential contributors to the £4.2m target for external savings during 2014/15. The estimated third party savings content of these projects is £5.947m and we have agreed with the service areas that these will be managed through the LBB Procurement Board governance process.

There remains a small proportion of legacy (pre 1st September) contracts which were either not sourced in line with council CPR's or spend which is non-compliant spend. Procurement are undertaking an exercise to cleanse this spend and bring in to complaint state. It is therefore expected the % of compliant spend for legacy sourcing events will increase over time but never fully reach 100%.

At service take on, there were a high proportion of interim staff in the procurement team, which placed an upward pressure on the cost of the service and did not provide a consistent service to the delivery units. As of the end of June all vacant posts have now been successfully recruited for with the last member of staff due to join the team in mid September. The Head of procurement will join the team on the 21st of July, which will augment the existing high calibre team in place and allow a greater level of support and expertise to be provided to the council.

Revenues and Benefits

The performance during June has improved across the KPI and PI's compared to previous months due to targeted overtime and resources on specific projects. Moving forward we are establishing a working project to ensure performance maintains the required KPI and PI levels and where possible exceeds those stated targets. As a result, all three of the Revenues and Benefits KPIs were exceeded in June. R&B KPI09 (Changes) quarterly target is 6 days and despite the monthly KPI being exceeded in June by 1 day the quarterly value of 7 days is 1 day over the target of 6 days.

However June improvements did not compensate for the previous challenging months for the Processing of Changes in Circumstances (RB KPI09) and the Quarter end outturn was 6.89 days, missing the quarter target of 6 days. Service Credits are calculated for this service on the basis of Quarterly/Monthly performance which confirms that a service credit is due in relation to The Speed of Processing Changes in Circumstances totalling £9,630. However it is noted that Barnet is performing 2nd highest in outer London for the average speed of processing changes.

We have been able to improve a number of PIs as follows

-   R&B PI04b – Council Tax Speed of Processing from 15 days to 9 days during June

-   R&B PI05b – NNDR Speed of Processing from 8 days to 7 days

-   R&B PI06 – Direct Debits has increased in June to 62% from the 61% reported in May. As we move through the recovery cycle we are encouraging take up via our interactions with customers to maximise the direct debit volumes.

The Service also had a subsidy Audit that started in June. The results of this will be reported in the Q3 report, but we have been able to provide evidence to the Auditors of quality and training mitigations following the issues identified in the 2013 Subsidy

4.2 Risk Overview

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

	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	1	0
3	**Possible**	0	1	1	4	0
2	**Unlikely**	0	2	3	4	1
1	**Rare**	0	0	0	0	0

(Probability labels the left axis rows 5–1.)

Risk Commentary for Delivery Unit:

Reported risks now include joint risks with CSG (Capita)

- The previously reported High rated risks have been managed in accordance with the reported Control Actions from Quarter 4. This has resulted in some of these risks being fully mitigated or downgraded to medium impact to enable continued monitoring.

- We continue to monitor the remaining high rated risks via the CSG Operations Board.

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

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
COMNS0007 (LBB) New 2014-15 MTFS savings projects may impact on projected NSCSO savings outside of the MTFS projections, if overlaps are identified	Major 4	Possible 3	Medium High 12	Work with Delivery units to firm up plans, review with LBB finance, assess impact on NSCSO savings projections and agree changes. Position at end June is forecast savings £5.947M against required MTFS target of £4.2M. Risk probability downgraded. Continue to monitor through monthly report.	Treat	Quarterly	Unlikely 2	Major 4	Medium High 8

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
COMNS0015 (joint) That due to a lack of DR, the inability to support hardware, software, scarcity of resources with appropriate knowledge the libraries IS services become unstable and the service is unable to deliver its public facing services . Though this is a legacy risk form pre CSG, the combined likelihood of any one of these risks materialising and the impact on the libraries service are both high.	Major 4	Possible 4	Medium High 12	Libraries have interviewed and job offer is imminent for a member of the library staff to take up a role and shadow staff member for the remainder of his work time. Refresh of IT reviewed and confirm that 200+ devices can be refreshed as part of planned refresh and proactive plan but need to understand the services strategy to plan the best way forward given the lack of funding. Refresh of IT reviewed and confirm that 200+ devices can be refreshed as part of planned refresh and proactive plan but need to understand the services strategy to plan the best way forward given the lack of funding Funding for roles transferring back to libraries to be transferred back to Council from CSG Budget Libraries systems and services is part of the childrens transformation and PSR plans - projects being scoped	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8
COMNS0016 (joint) As a result of unsupported hardware and software being in place and a reducing pool of staff who have experience of the current system design, processes and set up there is a risk that the system will fail and cannot be recovered leading to safeguarding risks and an inability to effectively manage cases and risks within adults	Major 4	Likely 4	High 16	Mar 14 - Replacement of Swift in progress with shortlisted suppliers due to get requirements and tender. Full procurement and implementation likely to take 12-18 months. IS developed options for upgrade of hardware and software for May-June 14 to create stability and propose set up of planned DR environment in the new data centre early to create DR capability and greater reliability and resilience in system until replaced - to be reviewed by Ops Board 21/3	Treat	Quarterly	Unlikely 2	Major 4	Medium High 8

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
COMNS0017 (joint) As a result of the ageing infrastructure and lack of investment there is a risk that the Children's Care system will suffer continued hardware failure due to it reaching the limit of its storage capacity meaning the Service cannot meet its statutory and service Obligations	Major 4	Possible 3	Medium High 12	IS discussing options to release storage, cleanse duplicated data or purchase additional space	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8
COMNS0020 (joint) As a result of inadequate training for school heads and business managers in Health and Safety regulations there is a risk that schools do not maintain buildings in line with regulations leading to Council being fined or charged	Major 4	Possible 3	Medium High 12	Estates are consulting with the Council's Health & Safety representative to develop a strategy to address the issues raised by the HSE H&S policy updates to be targeted at schools guidance as a priority H&S running training and awareness courses and e-learning for schools	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8

4.4. Customer Experience

Full customer experience data and analysis will be provided as a separate report in this quarter as in the last Quarter. But a high level summary is shown below:

June by Channel	Good	Average	Poor	Totals
F2F, Service				
Number of respondents	667	148	180	995
Percentage of respondents	67%	15%	18%	
Telephone, Service				
Number of respondents	3304	433	165	3902

Percentage of respondents	**85%**	**11%**	**4%**	
Web, Service				
Number of respondents	**549**	**183**	**757**	**1489**
Percentage of respondents	**37%**	**12%**	**51%**	
Email, Service				
Number of respondents	**131**	**36**	**101**	**268**
Percentage of respondents	**49%**	**13%**	**38%**	
Total:				
Number of respondents	**4651**	**800**	**1203**	**6654**
Percentage of respondents	**70%**	**12%**	**18%**	

Overall the service has achieved the required SLA for customer satisfaction with 70% of respondents rating the service as 'Good'.

To understand the overall increase in the percentage of respondents rating the service as 'Good' each of the channels can be reviewed independently

- **E-mail -** As a result of the transformation project outgoing e-mails sent by staff in Coventry didn't have the GovMetric 'Smiley' link. This had led to a reduced number of e-mail responses, this was resolved towards the end of May 2014 and has led to an increase in the number of e-mail responses in June 2014 (268 in June 2014 compared to 27 in May 2014). 49% of respondents rated the service as 'Good'. A monthly report will now show respondents comments so this area can be analysed further to identify improvement areas.

- **Web** performance has decreased by 5% this month since May 2014 with 37% rating the service as 'Good' in June 2014. Comments will be reviewed by the relevant service departments and the responses published on the website.

- **F2F** performance has increased by 13% since May 2014 with 67% rating the service as 'Good' in June 2014. Face to face staff members have been asked to achieve a target of 10 GovMetric surveys per day, the importance of referring customers to the self serve terminals to give feedback has also been emphasised, this seems to have had an impact on the number of face to face responses. The increase in satisfaction can be linked to the reduction in wait times.

- **Telephony** satisfaction has continued to exceed the required benchmark with 85% of respondents rating the service as 'good'. This remains consistent with the previous reporting month.

- **Overall** there has been an increase in the overall customer satisfaction. This isn't reflected across the majority of channels with only face to face showing improvement. Actions have been put into place to address all of the areas for development and performance will continue to be monitored daily throughout July 2014. Overall the number of responses increased by 1405.

Wait times

Average wait time mins (footfall)	April 2014	May 2014	June 2014	Quarter 4 2013/14
	minutes (10,386)	minutes (8,723)	minutes (8,546)	minutes (27,655)
Burnt Oak				
Housing Benefit	2.2	1.1	1.1	1.47
General	1.8	2	1.3	1.7
Barnet House				
Home-seekers	9	8.2	8.2	8.5
Housing Benefit	19.9	28.7	19.1	22.6
2nd floor	1.5	3.2	4.3	3.0

Appendix 1 – Key Performance Indicators

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
CS001	Percentage of customer satisfaction with the contact centre telephone service, face to face service, web service & first.contact e-mail service	Apr 14 - Jun 14	69.58%	65.00%	12,051 / 17,629	68.36%	5.2%	▼ 1.8%	being investigated
CS002	First contact resolution – the percentage of telephone calls where the query/request was resolved without transfer to another officer or team	Apr 14 - Jun 14	49.2%	45%	85,370 / 140,778	60.6%	34.8%	▲ 23.2%	being investigated
CS003	Percentage of calls answered within 20 seconds	Apr 14 - Jun 14	72.2%	75.0%	182,683.86 / 233,018	78.4%	4.5%	▲ 8.6%	being investigated
IS004	Percentage availability of top 7 IT systems and services ("core council systems") over supported hours	Apr 14 - Jun 14	99.9%	99.5%	4,270 / 4,270	100%	0.5%	▲ 0.1%	being investigated
IS006	Percentage of incidents resolved within agreed service levels	Apr 14 - Jun 14	88.9%	83.0%	3,586 / 4,218	85.0%	2.4%	▼ 4.4%	being investigated

HR007	Criminal Records Checks - To facilitate compliance with statutory legislation and Council Policy to ensure that every employee who has a requirement to have a Criminal Record Check (CRB) undertaken, has a valid check in place which should be no more than three years old	Apr 14 - Jun 14	100%	100%	$\frac{6,10}{6,10}$	100%	0.0%	↔ 0%	internal KPI
HR009	To ensure all employees are paid on the published 'pay date'	Apr 14 - Jun 14	100.00%	100.00%	$\frac{24,830}{24,830}$	100.00%	0.0%	↔ 0%	internal KPI
FIN012	% or £ variance to budget for the Authority Variation of forecast or actual outturn from latest budget	Apr 14 - Jun 14	-0.2%	0.0%	$\frac{587,770}{587,770}$	0.0%	N/A	▼ 100%	being investigated
FIN013	Percentage savings implemented: quality of budget planning process outcome	Apr 14 - Jun 14	98.2%	97.0%	$\frac{28,984}{28,984}$	100.0%	3.1%	▲ 1.8%	being investigated
EST018 b	Building Key Statutory Compliance	Apr 14 - Jun 14	N/A	Pass	$\frac{3}{270}$	Pass	N/A	↔ N/A	internal KPI
EST019	FM Incident resolution	Apr 14 - Jun 14	100.0%	100.0%	$\frac{270}{270}$	100.0%	0.0%	↔ 0%	being investigated
RB022	Average speed of processing for new claims	Apr 14 - Jun 14	8.00	9.00	$\frac{31,021}{3,933}$	7.89	12.4%	▲ 1.4%	DWP - Outer London LAs - Barnet is the best performer for New Claims
RB023a	Accuracy of benefit assessments	Apr 14 - Jun 14	95.10%	94.00%	$\frac{629}{656}$	95.88%	2.0%	▲ 0.8%	
PR024a	% of the value of new contracts over £25k awarded and managed in accordance with CPR's and procurement legislation	Apr 14 - Jun 14	100%	100%	$\frac{429,702,268}{429,702,268}$	100%	0.0%	↔ 0.0%	internal KPI

PR024b	% of the value of legacy contracts over £25k managed in accordance with CPR's and procurement legislation	Apr 14 - Jun 14	99.65%	98.94%	3,003,804,480 3,017,643,103	99.54%	0.6%	▼ 0.1%	internal KPI
Super KPI 001a	Resident Satisfaction - staff are friendly and polite	Apr 14 - Jun 14	81%	78%	N/A	83%	6.4%	▲ 2.5%	
Super KPI 001b	Resident Satisfaction - It is easy to access Council services	Apr 14 - Jun 14	70%	55%	N/A	71%	29.1%	▲ 1.4%	
Super KPI 001c	Resident Satisfaction - Responds quickly when asked for help	Apr 14 - Jun 14	50%	49%	N/A	54%	10.2%	▲ 8%	

Appendix 2 – Contract Variations

New Change Requests for the period are shown below.

Reference	Title	Description	Change Raised by	Status at 31-Dec-13	Financial Impact	Service Impacted
CR029	Amendments to transformation Commitments (3)	Amendments to commitments delivery dates required to take account of agreed changes, acceptance criteria and dependencies between solutions as agreed with the SROs	Service Provider	Pending	£- Nil	Various
CR030	Amendment to Schedule 39 Approved Sub contractors	CR to add the sub contracted used by CSG and formally approved by LBB in line with the contract in relation to Data Protection and the required flow downs	Service Provider	Pending	£- Nil	Various
CR031	Face to Face Services Commitment amendments	aligned to Commitments T1-10 (My Account) and T3-35 (Channel Shift) as a key enabler to transform the customer experience	Service Provider	Pending	£- Nil	Various
CR032	Access Strategy Commitments amendments	commitments need to be reconfigured to reflect the outcome of discussion with CIMB in respect of the Customer Access Strategy.	Service Provider	Pending	£- Nil	Various
CR033	Single View of the Customer Commitment amendments	Amendment required to recognise the dependency on the delivery of the My Account product	Service Provider	Pending	£- Nil	Various
CR034	Repairs and Maintenance	Amendment to schedule 1 and 4 to reflect the return of the Repairs and Maintenance budget for the Civic Estate in line with all other managed budgets	Service Provider	Pending	£- Nil	Estates
CR035	Amendments to Transformation Commitments (4)	Amendment to IT commitment for the dates for staff training & change from the IT ITIL standards to ISO standards as agreed with the Council	Service Provider	Pending	£- Nil	IS

Appendix 3 – Corporate Programmes Projects

Project Title	Project Description	Total Project Value	Billed to date	Service
Children's transformation Phase 2	Project Management and support to deliver the second phase of the Children's Transformation Programme	£633,904.00	£0.00	Children's
Mobile working for Barnet Homes	Introduction of First Touch mobility solution within Barnet Homes to implement hand-held technology to reduce inefficiencies and a deliver faster service to customers. The solution of utilising a highly skilled mobile workforce using handheld PDAs is seen as the natural solution to customer service and productivity requirements	£75,322.91	£0.00	IS
Schools Architects	Provision of technical team to deliver 2015 Schools Construction Projects providing capital maintenance works to school buildings	£913,684.00	£492,120.00	Children's
PSN Public Services	On the 27 October 2013, the London Borough of Barnet (LBB) received certification to join the Public Service Network (PSN) and transferred to this network on 16 December 2013. This certification is valid until 31 July 2014 with a requirement for a new Code of Connection application being submitted no later than 30 June 2014. The PSN security requirements are an increasing standard, with more controls being implemented and required each year, with an aim to bring the PSN connection and all those who utilise it in line the HMG Security Policy Framework (SPF) by 2016.	£0.00		IS
Members IT Equipment post election	The local elections took place on 22 May 2014. 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.	£233,554.68	n/a	IS
eCAF	All of the services in Family Focus, Intensive Family Focus, Safer Families, CAF Social Work and Multi Agency Co-Ordination have either Excel spreadsheets or Access databases in place to capture and process information relating to their service. The eCAF project will deliver fit for purpose, professional, multi-agency and accountable services.	£314,541.70	£0.00	Finance and IT
Finance System for The Barnet Group	The project will deliver the implementation of the Integra Finance & Procurement System as a standalone instance for the Barnet Group (TBG). This will allow TBG to stop using its current combination of Finance Systems and cease use of the SAP and IRIS systems/ licences by July 2014 in line with the CSG transformation plans.	£234,231.00	£79,041.00	Children's

Project Title	Project Description	Total Project Value	Billed to date	Service
Childrens Service eFinance	This special project is required to deliver: • The implementation of a new ICS finance system • The migration of data from the Swift finance database • The training necessary for staff to use the system effectively • Plans for decommissioning of SWIFT within Children's Services • Decommissioning of SWIFT • The definition and documentation of the required support mechanisms for end users • The definition and documentation of the system administration mechanisms and procedures for making changes to the system • System administration support costing proposal (IS are currently support SWIFT) • The design and set-up all user accounts on the system	Covered under eCAF	Covered under eCAF	Children's

Appendix 4 – Corporate Programme Resources

Project	Current Status	Role
Adults Shared Care Record	Approved	
Portfolio Architecture	Approved	
Adults IilT	Approved	
Go Plant HR Support	Approved	
Go Plant PM Support	Approved	
Mortuary OBC	Approved	
Smarting Working	Approved	
CCG Move	Approved	
Portfolio Architecture - Benefits	Approved	
Portfolio Architecture - Integrated Plan	Approved	
H&S Workshops	Approved	
Private Rented Scheme	Approved	
Go Plant In Source - H&S Asses	Approved	
SPA Commercial Lead Ext	Approved	
Asbestos Training	Approved	