

Chief Executive's Service – Quarter 4 2011/12

1. OVERVIEW

1.1 Summary rating for this service

| Revenue budget actual variance £000 ^[1] | Capital actual variance £000 | Corporate Plan Performance rating | HR rating | Key project rating |
|--|------------------------------|-----------------------------------|-----------|--------------------|
| (295) | (10) | -1 | -3.5 | -1 |

1.2 Top achievements, issues and actions

| Top 3 Achievements | Top three issues | Actions required |
|---|--|--|
| Barnet Libraries have been working in partnership with The Reader Organisation to deliver a new range of successful volunteer led reading groups. In addition the Library Service has worked closely with the Hampstead Garden Suburb Residents Association to implement the first community run library in the borough from April. | Significantly increased number of enquiries and complaints regarding the closure of Friern Barnet Library. | Set up an interim library facility within the artsdepot in North Finchley. Work with the Hampstead Garden Suburb Residents Association to open the community run library from April. |
| Launch of Barnet's new website | Uncertainty around the relationship with the new Council and service providers regarding communication and the photo library which is linked to the new website. | Develop a social media protocol with effective monitors in place in addition to reviewing the photo library. |
| Completed corporate and service planning for 2012/13, including publication of the Corporate Plan and directorate plans for the year ahead, completed successful FirstStat performance sessions – a Changing Borough and Customer Services, and have launched the Barnet Partnership Board | Localism Act- project Board established and LBB essentially compliant but some wider issues- eg scope for delegation of budgets to ward level- are in progress and will require difficult conversations. | Strategy Audit- further report rationalising strategies and a scheme for how they are performance managed |

1.3 Summary of the Service

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Of the 10 CPI's reporting for this quarter, 4 were on target and 5 were below target.

Waiting times at our corporate reception points remains well below the target of 10 minutes. Performance has improved significantly against our target of emails responded to within 10 days, from 82.1% in quarter 3 to 89.7% by the end of quarter 4. This is an increase of 9.3% from the previous quarter.

Performance with regards telephony has improved by 1.2% from the previous quarter, but remains 16% off the target of 75%. A lack of data available for the Switchboard in Q4 has had a negative impact on the overall corporate outturn. We have failed to meet the target to answer all phone calls within 20 seconds, however the percentage of calls answered has continued to improve to 94%.

Satisfaction with customer services as a whole (CPI 3004) has decreased, however there has been a 5% increase in satisfaction with the telephone service to 91%. The failure to meet overall target has been driven predominantly by with our face to face service. Customer dissatisfaction tends to be driven by the outcome of the query rather than by the level or quality of service provided.

In the library service 2 of CPI's are on target and 2 significantly off target. % increase of new members across both age groups 0-4 and 5-11 is below the 5% increase that was targeted at the start of the year.

2. DELIVERING EFFECTIVE SERVICES

2.1 Corporate Plan indicators (CPIs)

| CPI NO | Indicator description | Period Covered | Numerator and Denominator | Previous relevant outturn | Target | Outturn | Target Variance | DoT Variance | Benchmarking |
|--------|--|----------------|---------------------------|---------------------------|--------|---------|-----------------|--------------|---|
| 3002 | % of telephone calls answered within 20 seconds | Jan 12-Mar 12 | 124292/198227 | 62.3% | 75.0% | 63.0% | 16.0% | █ 1.2% | 80% Q2 2011/12 Richmond Upon Thames |
| 3003 | Initial waiting times reduced at corporate receptions | Jan 12-Mar 12 | N/A | 5.47 | 10.0 | 6.2 | 38.4% | █ 12.6% | 7.55 Q3 2011/12 Harrow |
| 3004 | % satisfaction with quality of web, email, face-to-face and telephone interactions | Jan 12-Mar 12 | 4770/7678 | 67.7% | 85.0% | 62.0% | 27.1% | █ 8.5% | 96% Q3 2011/12 Harrow |
| 3005 | % of customers emails responded to within 10 days with resolution of | Jan 12-Mar 12 | 4441/4949 | 82.1% | 85.0% | 89.7% | 5.6% | █ 9.3% | No Benchmarking data available (unique to Barnet) |

| CPI NO | Indicator description | Period Covered | Numerator and Denominator | Previous relevant outturn | Target | Outturn | Target Variance | DoT Variance | Benchmarking |
|--------|--|---|---------------------------|---------------------------|---------------|---------|-----------------|--------------|---|
| | query or information on progress | | | | | | | | |
| 3006 | % increase in Customer Contact online as a proportion of total contacts with the council | Reported in quarter 3. The outturn was 4% no target has been set. | | | | | | | |
| 3007 | % increase proportion of customer payments carried out online | Jan 12-Mar 12 | 28141/157734 | 17.0% | 20.0% | 17.8% | 10.8% | 4.9% | No Benchmarking data available (unique to Barnet) |
| 3009 | % increase in membership of children (0 – 4) | Jan 12-Mar 12 | 8850/8983 | -1.7% | 5.0% | -1.5%** | 129.6% | -13.1% | No Benchmarking data available (unique to Barnet) |
| 3010 | % increase number of children (0-4) using the library 3 or more times a year | Jan 12-Mar 12 | 59/59 | 0.00 | No target set | 100% | N/A | N/A | No Benchmarking data available (unique to Barnet) |
| 3011 | % increase membership of children (5–11) | Jan 12-Mar 12 | 23297/22845 | 1.9% | 5.0% | 2.0%** | 60.4% | 3.9% | No Benchmarking data available (unique to Barnet) |
| 3012 | % increase number of children (5-11) using the library 3 or more times | Reported in quarter 3. The outturn was 11.9%. No target | | | | | | | |
| 3013 | Number of training provided to volunteer reading group facilitators in 2011 – 2012 | Jan 12-Mar 12 | N/A | 13 | 10 | 13 | 30.00% | 0% | No Benchmarking data available (unique to Barnet) |

| CPI NO | Indicator description | Period Covered | Numerator and Denominator | Previous relevant outturn | Target | Outturn | Target Variance | DoT Variance | Benchmarking |
|--------|---|--|---------------------------|---------------------------|--------|---------|-----------------|--------------|---|
| 3014 | Number of volunteers to support ICT learning in libraries recruited | Jan 12-Mar 12 | N/A | 3.00 | 10 | 10 | 0.00% | 233.3% | No Benchmarking data available (unique to Barnet) |
| 3015 | % customer satisfaction with library service | Reported in quarter 3. The outturn was 95.4% against a target of 85% | | | | | | | |
| 3017 | % of £200k allocated to projects meeting the criteria by 31 December 2011 | Reported in quarter 3. The outturn was 100% against a target of 75% | | | | | | | |

*The relevant previous outturn used will either be the previous quarter, or the same quarter of the previous year. The same quarter of the previous year will be used for annual indicators, cumulative indicators (where the numbers add up during the year and are reported as 'year to date') and if the indicator is affected by seasonal fluctuations.

**This indicator measures the percentage increase in the number of children who are registered as library users calculated using baseline membership figures as at 31st March 11 compared to quarterly membership numbers. The target of a 5% increase required this methodology to ensure the result measured % increase.

3002 % of telephone calls answered within 20 seconds (Red with positive direction of travel) - Although there was a small improvement in the outturn from 62.3% in Quarter 3 to 63 % in Q4, the service is still 12% below the target of 75%. Parking, Assisted travel and Council Tax contact centre performance has improved dramatically, with the change ranging from a percentage increase of 41.5% to 60.4% on the previous quarter. Housing benefits and the out of hour's service achieved the 75% target for quarter 4. The percentage of total calls answered continues to improve and is above 90 percent a percentage increase of over 13% on Q1. The introduction of a new telephony system, new service standards and a renewed focus on first contact resolution and quality assurance will promote positive improvements in customer experiences during 2012/13.

3004 % satisfaction with quality of web, email, face-to-face and telephone interactions (Red and negative direction of travel) - The overall satisfaction figure for quarter 4 is 62% which is 27% below target. Performance deteriorated compared with quarter 3, driven in part by a decline in face to face satisfaction. 91% customers say they are satisfied with the telephone service, 7% of customers rate the services as average, and 2.4% rated it as poor. For Face to Face services, 62.1% customers were satisfied by the services provided in the quarter. The individual satisfaction scores for the three main face to face centres are 52% for Barnet House Ground Floor, 35% for Barnet House 2nd Floor and 77% for Burnt Oak. The low satisfaction score for Barnet House 2nd floor, reflects the pressures facing housing services; a lack of accommodation within the borough and availability of suitable properties has also contributed towards the rise in dissatisfaction. Work is ongoing to review satisfaction as part of the transformation programme taking place in Customer Services.

3007 % increase proportion of customer payments carried out online (Red and positive direction of travel) - With the intention to move customers to more cost effective channels of contacting the council we need to ensure our website is fully functional and as interactive as possible. Performance has improved steadily over the year and this improvement was seen further in quarter 4 with 17.8% payments made online, which equates to £3.48 million for the quarter and over £14.9 million over the year. We missed our target of 20% of payments to be made online. The roll-out the council's new website gives a foundation for easier customer transactions and increase use with the web channel. .

3009 % increase in membership of children (0 – 4) (Red and positive direction of travel) – Performance is slightly better against this indicator than in the previous quarter. The lower than anticipated take up rate is being addressed at under fives sessions and will continue to be monitored.

3011 % increase membership of children (5–11) (Red and positive direction of travel) - Membership is increasing, though falls short of the target of 5%. Plans are underway for the introduction of a universal membership scheme at school age to encourage greater use and support of literacy development. It is anticipated that will have a positive affect going forward.

2.2. Corporate Plan Improvement Initiatives (CPIIs)

| Corporate Priority & Strategic Objective | Top Project/ Top improvement initiative | Quarter 4 milestone/s | Status | Commentary |
|--|--|--|-------------------------------|--|
| <p><i>Sharing opportunities, sharing responsibilities</i></p> <p><i>Create an exceptional reading service, putting learning and literacy at the heart of what we do, enabling easy access to information, and providing high-quality spaces designed to meet the needs of communities.</i></p> | <p>Run 2 pilot programmes in 2011 – 2012 to engage adults with lower levels of literacy.</p> | <p>1. All reading groups established and progress reviewed</p> <p>2. Six book challenge initiated January 2012 and progress reviewed</p> | <p>Achieved</p> | <p>Reading groups in place and operating. Review meetings scheduled for this year first meeting has already been held next review meeting scheduled for May. Six Book challenge displays on tour in sites, materials distributed and bookstock now sold out. Staff are briefed and Challenge has commenced.</p> |
| <p><i>Sharing opportunities, sharing responsibilities</i></p> <p><i>Support the development of the Big Society</i></p> | <p>Launch of the Big Society Bank by June 2011, and by 31 August 40 good quality ideas received and approved for full application stage.</p> | <p>Plan for Round 2 in place for 2012/13, learning from Round 1</p> | <p>Achieved</p> | <p>Round two scoping is currently being completed, and it will be launched by May 2012. More focus will be placed on linking successful bids with identified needs in the borough.</p> |
| <p><i>Better services with less money</i></p> <p><i>Create a more customer-centric council that enables customers to efficiently achieve the desired outcomes</i></p> | <p>Launch the Tell Us Once Service (TUO) (The Tell Us Once Service will allow accurate and relevant information to be collected and shared with appropriate local authority departments at an early stage of a birth or death registration, in order to prevent overpayments or for the correct follow up action to take place).</p> | <p>75% of all death registrations take up the offer of a face to face Tell Us Once interview.</p> | <p>Mostly achieved</p> | <p>We haven't been able to achieve 75% take up for full registration as customers sometimes don't bring the relevant information with them; also up until now there has not been any publicity info on TUO (some problems with that have occurred) and there hasn't been a targeted approach to advertising the service to local GPs and hospitals as well as nursing homes. Once the publicity is available we will be doing this. 80% of all death registrations take up the offer of a TUO interview 40% complete full TUO application 40% complete part 1 of the TUO application</p> |

3. RESOURCES AND VALUE FOR MONEY

3.1 Revenue

| Description | Variations | | | | Comments | % Variation of revised budget |
|-----------------------------------|-----------------|---------------|-----------------------|--------------|--|-------------------------------|
| | Original Budget | Budget V1 | Final Outturn 2011/12 | Variation | | |
| | £000 | £000 | £000 | £000 | | |
| Strategic Directors | 652 | 589 | 564 | (25) | Underspend on Supplies and Services | -4.2% |
| Assistant Chief Executive Service | 2,015 | 2,232 | 2,139 | (93) | Saving against Supplies and Services budgets plus staffing saving due to part year vacancies | -4.2% |
| Grants | 840 | 821 | 818 | (3) | | -0.4% |
| Library Services | 5,738 | 5,580 | 5,558 | (22) | Saving on premises costs | -0.4% |
| Customer Services & Registration | 1,314 | 1,825 | 1,740 | (85) | Underspend due to reduced staff costs and telephone rental savings. | -4.7% |
| Total | 10,559 | 11,047 | 10,819 | (228) | | -2.1% |

3.2 Capital

| Capital Programme Description | Current 2011/12 Budget (incl. Slippage and Substitutions) | 2011/12 Actual Expenditure(incl. Accruals) | Variance from Current 2011/12 Budget | % Variance from Current 2011/12 Budget |
|---------------------------------------|---|---|--------------------------------------|--|
| | £000 | £000 | £000 | |
| Chief Executive Services | 1,320 | 990 | (330) | -25.0% |
| Total Chief Executive Services | 1,320 | 990 | (330) | -25.0% |

4. MANAGING THE ORGANISATION

4.1 Key projects

The following project is reported as red for Quarter 4.

| Project Name | Total allocated Budget | Capital funded? | Projected end date | Stage project is in | Spend to date | Planned stage progression next period | Current status Quarter 4 | Direction of travel in Quarter | Forecast Quarter 1 Status | Comments / Risks / Finance |
|--------------------------------|------------------------|-----------------|--------------------|---------------------|---------------|---------------------------------------|--------------------------|--------------------------------|---------------------------|--|
| Libraries Strategies Programme | | | September 2014 | Assessment | N/A | Delivery | Red | Up | Amber | Programme is still developing a fully worked and approved plan: until sufficient detail is confirmed to enable robust monitoring this will be flagged as red. Scheduled actions are continuously being monitored and reviewed. |

4.2. Human Resources

| Performance Indicator | Period covered | Target | Amber criteria | Q4 Actual (No.) | Q4 Actual % of total | Q4 (numerator/denominator) | Target Variance | Q4 DoT | Council average | Benchmarking |
|-----------------------|----------------|--------|----------------|-----------------|----------------------|----------------------------|-----------------|--------|-----------------|--------------|
| Attendance | | | | | | | | | | |

| | | | | | | | | | | |
|---|---------------------|------|-----------|-----|-------|--------------|--------|------------|-------|--|
| Average number of absence days per employee (Rolling year) | April 11 - March 12 | 6 | 6 - 6.5 | 8.7 | N/A | 2120.4/244.9 | -45.0% | ▲ 7.4% | 7.7 | 10.1 days (CIPFA, All Members & other Unitary Authorities 2011) |
| Average number of absence days per employee this quarter (target is seasonally adjusted) | Jan 12 - March 12 | 1.51 | 1.5 - 1.7 | 2.0 | N/A | 689.8/343.2 | -32.5% | ▲ 13.0% | 1.9 | 2.25 days (CIPFA, All Members & other Unitary Authorities 2011) |
| % managers submitting a monthly absence return | Jan 12 - March 12 | 100% | >90% | 64 | 86.5% | 64/74 | 13.5% | ▲ 28.5% | 91.9% | N/A : measure applicable to LBB only |

Performance Review

| | | | | | | | | | | |
|--|-------------------|------|------|--------------------------------------|--|--|--|--|--|-----|
| % objectives set for eligible staff only | Jan 12 - March 12 | 100% | >90% | Next reported in Quarter 1 2012/2013 | | | | | | N/A |
| % mid year performance reviews undertaken for eligible staff only | Jan 12 - March 12 | 100% | >90% | Next reported in Quarter 3 2012/2013 | | | | | | N/A |

Cost

| | | | | | | | | | | |
|--|-------------------|------------|-------|------------|-------|-----------------|-------|-------------|------|--------------------------------------|
| Variance of total paybill to budget | Jan 12 - March 12 | £3,840,967 | +/-5% | £3,647,784 | -5.0% | 3647784/3840967 | -5.0% | ▲ 142.4% | 0.3% | N/A : measure applicable to LBB only |
|--|-------------------|------------|-------|------------|-------|-----------------|-------|-------------|------|--------------------------------------|

| Management Indicator | Period covered | Q4 Actual (No.) | Q4 Actual % of total | Q4 (numerator/denominator) | DoT Q4 % | Council average | Benchmarking |
|----------------------|----------------|-----------------|----------------------|----------------------------|----------|-----------------|--------------|
|----------------------|----------------|-----------------|----------------------|----------------------------|----------|-----------------|--------------|

Diversity data

| | | | | | | | |
|--|---------------------|-----|-------|---------|------------|-------|--|
| Percentage of top 5% earners that are female | As at 31 March 2012 | 7 | 46.7% | 7/15 | ▲ 21.3% | 51.3% | Women in leadership posts 49.9% (CIPFA, All Members & other Unitary Authorities 2011) |
| Number of BME employees as % of total employees | As at 31 March 2012 | 133 | 33.3% | 133/399 | ▲ 10.4% | 32.7% | Black and Minority Ethnic local population 33.1% (State of the Borough June 2011) |
| Number of declared disabled staff as % of total employees | As at 31 March 2012 | 12 | 2.9% | 12/411 | ▼ 23.2% | 2.7% | 2.33% (CIPFA, All Members & other Unitary Authorities 2011) |

Employee Relations

| | | | | | | | |
|---|---------------------|---|------|------|-----------|------|--------------------------------------|
| High Risk - Employee Relations cases as % of total cases | As at 31 March 2012 | 0 | 0.0% | 0/10 | — 0.0% | 6.9% | N/A : measure applicable to LBB only |
|---|---------------------|---|------|------|-----------|------|--------------------------------------|

| | ESTABLISHMENT | | | | OCCUPANCY | | | | Variance | OTHER | |
|--------------------------|---------------|------------|--------|--------|-----------|------------|------------------|--------|----------|-------------|--------|
| | Permanent | Fixed Term | Vacant | TOTAL | Permanent | Fixed Term | Agency / Interim | TOTAL | | Consultants | Casual |
| Chief Executives Service | 302.86 | 36.83 | 52.34 | 392.03 | 305.17 | 36.94 | 35 | 377.11 | -14.92 | 0 | 4 |

Chief Executive Performance in absence reporting has improved by 29% and is close to the Councils average, though remains below the corporate target of 100%. The improvement in absence returns is due to a stronger approach to ensuring that all managers are managing their teams effectively and in line with HR policies and procedures.

Performance is below the expected level for the number of absence days per employee (rolling year) with CES recording on average 8.7 days per employee, which is 45% above the 6 day target and the council average of 7.7 days. There has been a 0.7 reduction in the average number of absence days per employee in the quarter (8.7), from the previous quarter (9.4). There has also been a reduction in the average number of absence days per employee this quarter from 2.0 absence days in the previous quarter to 2.3 in this quarter; however, CES did not meet the target of the average number of absence days per employee for the quarter (1.51 days).

The priorities of the CES directorate are to review the current patterns of long-term and short-term absence across the directorate, to work with the Human Resources function to ensure actions are in place for all complex cases, and to reinforce the absence trigger points across all parts of the service

4.3. Risk Overview

The following is the 5 X 5 matrix 'heat map' highlighting the number of risks at a Directorate

| PRO | SCORE | IMPACT | | | | |
|-----|-------|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | | | | | | |

Risk Commentary for Chief Executive's Service:

The library service restructure was considered a significant risk to the council in meeting its budget projections for 2012/13.

As a result of the roll out of the council's new website the risk around the web project being delayed has been terminated. There remain risks around the website which will need to be actively managed.

Another risk to the service is around image protection following guidelines on the use of branding has reduced the likelihood and impact of this risk.

Progress and updates on all of these risks are provided and discussed on a monthly basis.

| | | | | | | | |
|----------------------|---|----------------|---|---|---|---|---|
| | | | | | | | |
| BA BI LIT Y | 5 | Almost Certain | 0 | 0 | 0 | 0 | 0 |
| | 4 | Likely | 0 | 0 | 0 | 0 | 0 |
| | 3 | Possible | 0 | 1 | 3 | 2 | 0 |
| | 2 | Unlikely | 0 | 0 | 2 | 0 | 0 |
| | 1 | Rare | 0 | 0 | 0 | 0 | 0 |

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

| Risk | Current Assessment | | | Control Actions | Risk Status | Target Date (Priority) | Target Assessment | | |
|--|--------------------|---------------|----------------------|--|-------------|---------------------------------------|-------------------|---------------|---------------------|
| | Impact | Probability | Rating | | | | Impact | Probability | Rating |
| ST0041 – Reputational IMAGE PROTECTION - Photography being used unnecessarily, out of context or inappropriately | Major 4 | Possible 3 | Medium High 12 | Action has been completed although awaiting the impact of these to take place - should decrease the probability to medium/unlikely <i>In progress (20% complete)</i> System in place to prevent un-authorized publications if they go through central design team <i>Under Review (25% complete)</i> | Treat | 02/04/2012 (Normal) Ongoing | Major 4 | Unlikely 2 | Medium high 8 |
| ST0042 - Business Continuity WEB PROJECT – any delay to the current timetable for delivery of a new website for the Council will impact adversely on 2012/13 budget projections and realising benefits set out in the customer service transformation business | Major 4 | Possible 3 | Medium High 12 | Ensure that web project is closely monitored <i>Approved (25% complete)</i> | Treat | 01/03/2012 (Normal) | Major 4 | Unlikely 2 | Medium high 8 |

| Risk | Current Assessment Impact Probability Rating | | | Control Actions | Risk Status | Target Date (Priority) | Target Assessment Impact Probability Rating | | |
|-------|---|--|--|-----------------|----------------|------------------------------|--|--|--|
| case. | | | | | | | | | |