

**MEETING****CONTRACT MONITORING OVERVIEW AND SCRUTINY COMMITTEE****DATE AND TIME****MONDAY 13TH JANUARY, 2014****AT 7.00 PM****VENUE****HENDON TOWN HALL, THE BURROUGHS, NW4 4BG**

Dear Councillors,

Please find enclosed additional papers relating to the following items for the above mentioned meeting which were not available at the time of collation of the agenda.

Item No	Title of Report	Pages
4.	PUBLIC QUESTION TIME (IF ANY)	1 - 56

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No	Questioner	Question
1	Mr John Dix Item No.6; Quarter 2 2013/14 Performance, Appendix 2 – HB Public Law	<p>In relation to the HB Law contract the reports states that the £294k variation is due to both an overspend on hours AND a shortfall in projected income. Please can you tell me, specifically, how much of the variation was due to hours overspend and how much was due to the shortfall in projected income?</p> <p><b>Response</b> At quarter 2 there is a projected spend of £241,000 on additional hours and a £13,000 underspend in other costs. There was a £65,373 shortfall in income.</p>
2	Mr Tony Solomons Item No.6; Quarter 2 2013/14 Performance, Appendix 6 – Your Choice Barnet	<p>Ref. 1.2 Top 3 Achievements: It is stated that YCB promotional activity has resulted in "approximately 3 enquiries" from out of area. If this is correct, and not a misprint, on what basis can this be judged a "top achievement"?</p> <p><b>Response</b> The 3 enquiries relate specifically to one event and shows how just one event can create a certain level of interest for one YCB service alone. However the success of YCB promotional activities as a whole has to be seen in the context of an increasing number of new referrals for the first six months of the year, with 11 new referrals received in Q1 and a further 8 in Q2. In total we have received 19 new referrals for a relatively small number of services therefore we would see this as a significant success.</p>
3	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance – Cover Report	<p>(6.1)HB Public Law overspend of £294,000. Is this an addition of £40,000 for Q2 to the £254,000 reported for Q1 on page 4, or is this an overspend of £294,000 for Q2 alone? How many 'additional hours' were there, what were they for and why were they not foreseen?</p> <p><b>Response</b> The figures reported each quarter are a projection to year end, so the overspend reported in Q2 is not in addition to that reported in Q1.</p> <p>There is no direct relationship between the overspend and the additional hours.</p> <p>By Q2 there were some 2100 additional hours. This included increased work on employment, regeneration and housing repossessions previously dealt with by external lawyers; increased level of prosecutions to pick up a backlog preceding the contract; increased numbers of child protection cases; an additional 1673 hours contract work over and above the in-house team; more complex planning agreements such as Dollis Hill and West Hendon which previously would have been externalised. It is not always possible to predict accurately the level of</p>

		additional hours as the service deals with a wide range of issues across the Council, ranging from “straightforward” planning issues to complex children’s cases.
4	Mrs Marie Symington Item No.6; Quarter 2 2013/14 Performance - Cover Report	<p>The Council states in the report p. 15 of the document: “6.2 The council is forecasting an overspend for Barnet Homes of £0.729m. This is as a result of cost pressures on temporary accommodation. The Council is working closely with the Barnet Group on a strategy to increase the supply of social housing and thereby reduce the use of temporary accommodation.”</p> <p>My questions are:</p> <ol style="list-style-type: none"> <li>1) When did the work on the strategy begin?</li> <li>2) Has work on the strategy finished?</li> <li>3) Who paid for this piece of work?</li> <li>4) How much did this work cost?</li> <li>5) What posts covered this work?</li> <li>6) Where consultants used to carry out this piece of work?</li> </ol> <p><b><u>Response</u></b></p> <ol style="list-style-type: none"> <li>1. February 2013</li> <li>2. This work is on-going as further mitigations are in development.</li> <li>3. This work has been absorbed within Barnet Homes at no additional cost to date.</li> <li>4. Director of Operations, Head of Housing Options, Service Manager Supply - Barnet Homes</li> <li>5. No consultants were used to develop the strategy to mitigate EA costs and increase supply of affordable temporary accommodation.</li> </ol>
5	Mr T.F. Youlden Item No.7; Year 1 Performance of HB Public Law	<p>Have all members of Contract Monitoring Overview and Scrutiny Committee seen the lessons learnt report for HB Public Law and can I have a copy of this document?</p> <p><b><u>Response</u></b></p> <p>The Committee is not aware of and is therefore unable to provide such a document.</p>
6	Ms. Janet Leifer Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	<p>If there is fresh interest in YCB services from out of area as a result of promoting these services, how does this affect Barnet residents who use YCB services? (Top Achievements and Actions)</p> <p><b><u>Response</u></b></p> <p>When YCB achieves full capacity then Barnet referrals will be treated as priority over out of borough referrals.</p>

7	<p>Ms Philippa Whitecross Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes</p>	<p>Housing: ref page 29 of the report, section 1.2 one of the top 3 achievements is listed: "The first new Council housing in a generation has started on site at Alexandra Road" Please could you confirm and clarify the following:- &gt; Details of these houses - How many are there? When will they be completed and ready for use? Are they flats / houses? What size are they - i.e. how many bedrooms? &gt; Are these the same which are referred to on page 39 of the report under the "New Build" section? &gt; What plans are there for building other social or council housing (aside from regeneration)?</p> <p><b><u>Response</u></b> Two 4 bedroom and one 3 bedroom houses. Subject to weather conditions they will be completed and let by the end of January 2014. These are the same as those referred to on page 39. Barnet Homes has approval from the Council to build a further 38 homes in addition to these three.</p> <p>The Council is currently working on developing a revised Housing Strategy for Barnet. The evidence base for this strategy has been developed and was presented to Business Management Overview &amp; Scrutiny Committee on the 6th January 2013 and the completed strategy will include the Council's plans for further housing development in the borough.</p>
8	<p>Mrs Tirza Waisel Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet</p>	<p>In p. 75 of Appendix 6, 1.2 it says: "More investigation will take place by YCB to understand how this position can be improved." (of 'only' 2.1% of YCB service users taking up Direct Payments). Why is it the role or the interest of YCB to investigate this?</p> <p><b><u>Response</u></b> It is not YCB's role to ensure a take up of Direct Payments, however, in partnership with the Council YCB will work to understand the underlying reasons to ensure individuals have choice and control.</p>

9 Ms Theresa  
Musgrove  
Item No.6; Quarter 2  
2013/14  
Performance,  
Appendix 5 - CSG

In reference to the performance of two KPIs regarding the new Capita contact service and switchboard, CS001 and CS002:

At the previous Contract Monitoring Meeting the representative from Capita excused failings of the new contact centre on calls 'being lost in the wires' and implied these were 'teething problems'. We see in CS001 that still only 53% of customers are satisfied with the level of service from the telephone, face to face, web and first contact e-mail services, which is completely unsatisfactory, bearing in mind that the contact centre is, effectively, the public face of the authority to most residents. 91% of customers are alleged to be satisfied with the telephone service, which is an astonishingly high figure, but based on 'lower numbers of response'

I also note that performance in regard to CS002, percentage of calls where the query was resolved without transfer to another officer or team fails to meet the already low target figure of 35% satisfaction. A footnote to the latter point states:

This calculation excludes switchboard calls because it is primarily a 'transfer' function, and also excludes calls answered by recorded messages because we are not yet able to verify with customers that their query or request was resolved by the virtual agent.

- Why is Capita not able to verify with switchboard customers that their query or request was resolved?
- How did Capita obtain the data for CS001? How many users were surveyed?
- What percentage of customers are asked to comment on their level of satisfaction?
- How many calls are still being 'lost in the wires' i.e. not connecting but receiving a 'number is not recognised' message, which means the call does not count in statistical collation?
- Why are customers who are not satisfied with the service of the contact centre switchboard and first contact e-mail service not able to make a complaint about the poor service, or speak to a call centre manager?
- If such complaints are not collated, are the statistics of satisfaction levels not completely inaccurate and covering up failures in contract performance?

### **Response**

Calls to the switchboard are not assessed for customer satisfaction via the Govmetric process as calls are transferred to the person the customer asked to speak to and, once transferred, the recipient of the call does not have the ability to refer them on to Govmetric.

		<p>Data in relation to CS001, Customer Satisfaction KPI is collected using the Govmetric survey solution. Customers are able to complete the survey by phone, on the Councils web site or on kiosks at the face to face centres depending on how and where they make contact.</p> <p>The total number of users surveyed during Q3 was 12,082</p> <p>We aim to refer all customers making contact by phone to the Govmetric survey as it provides valuable insight to help improve services. The current referral rate is about 10% of all calls. For the website and face to face centres the survey is based on self-service and therefore it is up to the customer whether they want to take part in the surveys.</p> <p>With regard to calls being 'lost in the wires', this problem has largely been removed as a result of moving all the Revenues and Benefits calls to the Capita Coventry site and freeing up the existing telephone lines into the Council. There have still been a few reported incidents where customers have not been able to get through to a Council direct extension (as opposed to the Contact centre), however these problems will be fully resolved when the contact centre is fully relocated to Coventry and all the Contact Centre calls are routed into the new CSG Contact Centre there.</p> <p>Any Customer is able to make a complaint about the service using the corporate complaints system and processes even if they do not make part in any of the GovMetric Surveys. If a customer contacts us and asks to speak to the Contact Centre manager they will be put through to the Contact Centre Manager (or their deputy) if they are available. Any complaint made in that call would also be recorded on the customer record.</p> <p>All complaints are recorded on the corporate complaints systems and are reported through the service reports.</p> <p>In addition the service also has to report on the number of stage 3 Corporate Complaints upheld in any quarter as part of corporate performance reporting.</p>
10	<p>Mr John Dix Item No.6; Quarter 2 2013/14 Performance, Appendix 3 – Barnet Homes</p>	<p>The Barnet Homes report states that there is a major problem with the cost of temporary accommodation and the £821K shortfall in HRA dwelling rents &amp; HRA Tenants service charges income. What report doesn't appear to do is offer any clear solutions. What are the immediate solutions and if there are not any, does this mean that the budget for 2014/15 should be adjusted accordingly?</p>

		<p><b><u>Response</u></b>  Rising private sector rents and an increase in demand for private rented accommodation have created challenging conditions for the council in acquiring affordable accommodation and has led to increased temporary accommodation costs. To help reduce costs, a number of mitigating actions have been taken to both help reduce homelessness demand and to increase the supply of affordable accommodation. Actions taken to date include:</p> <ul style="list-style-type: none"> <li>• Increased incentives to Private Sector Landlords to let to homeless applicants at affordable rates</li> <li>• Sourcing properties outside of London</li> <li>• Increased numbers of blocked booked emergency accommodation</li> <li>• Increased numbers of leasing arrangements with Housing Associations</li> <li>• Addition activity to prevent homelessness, including youth mediation, financial advice and payments from the Homelessness Prevention Fund</li> </ul> <p>These have been relatively successful with the number of private Actions taken to date have been relatively successful with the number of private sector properties available for homeless households increasing by 96% in the first 3 quarters of 2013/14 and the number of affordable temporary accommodation units increasing significantly.</p> <p>Steps to minimise temporary accommodation costs will continue to take effect throughout 2013/14 and beyond with their impact constantly under review to ensure they remain fit for purpose and continue to minimise costs.</p> <p>£1.5m per annum of funding was set aside in contingency in the 2013/14 budget when it was set in February 2013 for temporary accommodation pressures. This is still considered to be a reasonable level of contingency and there are no plans to alter the 2014/2015 budget.</p>
11	Mr Tony Solomons Item No.6; Quarter 2 2013/14 Performance, Appendix 6 – Your Choice Barnet	<p>Ref. 3.2 PI 5: As YCB was expressly set up to cater for service users with Direct Payments, how does the derisory figure of 2.1%, after almost two years, demonstrate that the entire premise behind the launch of YCB was judicious, rather than fatally flawed?</p> <p><b><u>Response</u></b>  Prior to YCB, individuals did not have the choice as to take-up of DPs. This changed since YCB was set up. In partnership with the Council, YCB will work to understand the underlying reasons for the 2.1% in order to ensure individuals continue to have choice</p>

		and control.
12	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance – Cover Report	<p>(9.5) What were the other two performance targets not met?</p> <p><b>Response</b> The total number of targets not met was 4 : Current Arrears as a percentage of debit Gas servicing completion Complaint Resolution at Stage 1 Percentage of annual leaseholder service charge collected</p>
13	Mrs Marie Symington Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes	<p>It states on table p. 35 of the PDF “2.1 How the Delivery Unit is performing against its Corporate Plan indicators “Q1 13/14: Barnet ranked 29 out of 32 London boroughs for numbers in EA (B&amp;B, shared facilities and self-contained TA).”</p> <p>However, on p. 9 of the PDF (p. 5 of the document) of the minutes of the 9 October 2013 Contract Monitoring OSC meeting, it quotes ranking of 27 out of 33 boroughs.</p> <p>Question 1 on this issue: Which one is it? What is Barnet's actual ranking on numbers in Emergency Accommodation, in households and in percentage?</p> <p>Question 2 on this issue: Why is Barnet rated so poorly and for how long has Barnet been in this position?</p> <p><b>Response</b> At Q2 Barnet was 29 out of 32 Boroughs for the numbers of people placed into emergency accommodation (CPI 8001a), based on data provided by the CLG. In other words, it has the 4<sup>th</sup> highest numbers in EA compared to the other London Boroughs excluding Kingston Upon Thames who did not report at that time (the reason was not given).</p> <p>The reference to ranking 27 out of 33 in the minutes of the last meeting was the ranking for the previous quarter. There are 32 London boroughs, however the City of London also submits for the purpose of this benchmarking.</p> <p>The London boroughs with the highest numbers of Emergency Temporary Accommodation are in the main all grouped in North London including Barnet. North London is recognised nationally as an Emergency Temporary Accommodation [ETA] hot spot with 1 in 5 ETA placements across the UK placed by North London boroughs. The specific market conditions of the North London housing market are thought to be key contributors with particular reference to the high cost of private sector accommodation and high sale prices of homes.</p>

14	Mr T.F. Youlden Item No.7; Year 1 Performance of HB Public Law	<p>In the report on page 89 : Where legal expertise is required by the Commercial Team, this will be sourced in the first instance from the specialist contract team within HB Public Law. An exception to this would be in the event that the Council required independent legal advice with respect to its Inter-Authority Agreement with Harrow for HB Public Law itself, where legal advice would be sourced from an appropriately qualified independent legal adviser instead.” My questions are:</p> <ol style="list-style-type: none"> <li>1. How many times has legal expertise been required by the Commercial Team for the DRS contract since the contract was awarded to Capita and for what issues?</li> <li>2. How many times has legal expertise is required by the Commercial Team for the NSCSO contract since the contract was awarded to Capita and for what issues?</li> <li>3. What were the issues this was required for?</li> <li>4. How many times has legal expertise is required by Trowers &amp; Hamlins for the DRS contract since the contract was awarded to Capita and for what issues?</li> <li>5. How many times has legal expertise is required by the Trowers &amp; Hamlins for the NSCSO contract since the contract was awarded to Capita and for what issues?</li> </ol> <p><b><u>Response</u></b></p> <p>During October there was a handover from Trowers &amp; Hamlins to HB Public Law as advisors to the Council for on-going matters regarding both contracts. So no advice has been sought from Trowers and Hamlins on the contracts since then.</p> <p>Since this handover the Commercial Team has had liaison with HB Public Law with regard to the documentation. The Commercial team has sought guidance from HB Public Law on one issue with regards to the Deed of Variation and the future operation and timing of this. Since this handover the Commercial Team has had no reason to seek advice on the NSCSO contract</p>
15	Ms. Janet Leifer Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	<p>Who uses Community Space on a Friday, when users of Community Space are sent to alternative venues? (Top Achievements and Actions)</p> <p><b><u>Response</u></b></p> <p>The Community Space provides a service from Monday to Friday. The building itself is also open during this time. A range of activities are available both at the Community Space building and in the community for service users.</p>

16	<p>Ms Philippa Whitecross Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes</p>	<p>Housing: ref page 39 - "New Build". The report states "20 started on site April 2014, 220 completed homes by April 2016" and also that "First three homes due to complete in January" Please could you expand on this information and clarify/explain the contradictions in relation to timing, by answering the following:- &gt; Is work currently underway? i.e. is "April 2014" a typo? &gt; What is the total number of new build houses planned? &gt; Where are they located? What are their sizes - i.e. flats / houses / number of bedrooms? What is their status - private / social / shared ownership / "affordable"?</p> <p><b>Response:</b> It had originally been anticipated that 20 would be on site by April 2014, however although there are a further 38 properties in development they have not yet reached site. The three that are on site are at Alexander Road. The remaining homes to be built are across a variety of small council owned sites across the borough. They will be a mixture of houses and small blocks of flats with a size mix of 1, 2, 3 and 4 bedroom sizes. The developments will also include wheelchair accessible homes.</p>
17	<p>Mrs Tirza Waisel Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet</p>	<p>Re PI 11 in p. 80 Appendix 6: What is being done to reduce of number of agency staff and replace them with permanent support workers positions who the service users know and trust?</p> <p><b>Response</b> YCB are in the process of recruiting to permanent staff. The majority of YCB's agency staff are people who have worked with service users for some time and therefore there is currently continuity of care for people.</p>
18	<p>Ms Theresa Musgrove Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG</p>	<p>Risk EP05R4 refers to 'The lack of appetite for introducing Agile workplace by LBB' and states this to be at a high and potentially 'catastrophic' level. Please explain why LBB has 'a lack of appetite' for this introduction, and does it have any implications for the level of capital investment in IT which residents were told would be paid upfront by Capita, but is in fact part of the contractual fees we must pay the company? Is the introduction to Agile workplace covered by current fees, or will taxpayers be stung by more charges? Are all upgrades to IT covered by the current agreed level of fees, or will Capita be demanding more money for any other upgrades to systems?</p> <p><b>Response</b> "Agile Workplace" is a culturally driven change programme combining technology, accommodation planning and HR policy to change the way Council staff use property in the delivery of Council services. Changing this will allow the Council to drive a property rationalisation programme across the properties occupied by the Council and will help Council employees improve the way they deliver customer services.</p>

		<p>However the programme's success requires a significant change in ways of working as staff will not necessarily work in the Council Offices or return to them daily in the way they typically do now. Instead staff will become more mobile, will work using secure mobile services and systems and will share desks and workspace when they do come into the offices. This is a big shift in traditional ways of working and it is the possible resistance to adopting this new way of working that the risk referrers to.</p> <p>This does not have any impact on the level of investment required as a programme to manage the change and ensure its success formed part of the proposal and was based on experience of managing similar changes in other organisations. The introduction of the Agile Work programme is already included in the Capita fees.</p> <p>Capita's responsibility for upgrades is set out in Schedule 11 to the contract which was recently published. Capita is responsible for all upgrades for systems used in the provision of CSG services. The Council continues to be responsible for the upgrades of the systems its Delivery units use.</p> <p>The IT investment and upgrades have already taken into account the need for staff to become more mobile and the ideas behind Agile working. The IT requirements of staff and the existing proposals for the IT investment will also be revisited as part of the ICT strategy currently being developed but the Council will be looking for any new or additional investment as part of this to be self-funding with savings in accommodation covering any additional Capita costs.</p>
19	<p>Mr John Dix Item No.6; Quarter 2 2013/14 Performance, Appendix 4 – DRS</p>	<p>Risk ET0075 suggests that funding is not adequate to maintain all footpaths and roads in a condition that prevents possible disruption and ensures safety for the public and that control actions will not reduce the risk score. How can such a situation have been allowed to arise where the safety of the public is put at risk, especially when the council has specifically chosen to cut council tax in April?</p> <p><b><u>Response</u></b></p> <p>All councils conduct regular condition surveys of their roads and pavements and then provide a total cost of repairs. This will inevitably be a large number, greater than any council can afford to fund in any one financial year. The council has to decide a balance between the amount of money it spends on pavements and roads and other services.</p> <p>This risk assessment just states the fact that it may not be</p>

		<p>possible to do deal with all high priority repairs in a given year and therefore it is tolerated. A risk is a statement of something that could happen. In the case of Barnet this risk has since the Q2 report been reduced. The mitigating action was to secure additional funding and the Council has agreed an additional Capital Grant of £4m (and this work is under way) and a further £500k to the Responsive Maintenance Budget with a further £500k drawdown provision, in total an additional £5m, in this financial year to deal with this issue .</p>
20	<p>Mr Tony Solomons Item No.6; Quarter 2 2013/14 Performance, Appendix 6 – Your Choice Barnet</p>	<p>Ref. 3.2 PI 11: Agency staff as a percentage of the YCB workforce has doubled in a single quarter from 7.2% to 14.3%. How does YCB explain this level of increase, what is its policy for retaining its own well qualified and experienced staff, and has the negative impact on service users been properly assessed and fully understood?</p> <p><b>Response</b> Because YCB has commenced and is still going through a restructure this has meant holding on recruiting to vacant posts so that those at risk of redundancy have had an opportunity to apply for other roles within other services.</p> <p>YCB have a robust process in place to ensure a high quality of agency staff. A variety of agencies are used. Staff are monitored and supervised by permanent staff and managers to ensure a high standard care to all YCB service users.</p>
21	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance – Cover Report</p>	<p>(9.5) Continued increase in rent arrears: To what extent is this the result of the cap on benefits and/or the 'bedroom' tax? And/or the imposition of council tax? If not 100%, what are the other causes?</p> <p><b>Response:</b> Rent arrears are around £200,000 above target on an annual collectable debit of around £60 million. Around a third of this figure can be attributed to under occupation charge or the benefit cap. The remainder can be attributed to lower entitlement to full housing benefit for other reasons and increased pressures on household disposable incomes.</p>
22	<p>Mrs Marie Symington Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes</p>	<p>P. 34 of the document (p. 38 of the PDF), under section it says: "HN012 Gas servicing completion it states "MITIE's contract will cease in April of 2014" My questions about this are: 1. What was the reason for the termination? 2. Did MITIE provide value for money?</p> <p><b>Response:</b> The contractor for its own commercial reasons served notice on Barnet Homes.</p>

		MITIE were selected for the gas contract in April 2012 following a comprehensive procurement exercise on the basis of providing the most competitive price and scoring highest on quality.
23	Mr T.F. Youlden Item No.7; Year 1 Performance of HB Public Law	<p>In the report it states at p. 89 Agenda item 7, Year 1 performance of HB Public Law: 9.1. All Barnet legal staff were transferred to Harrow under TUPE arrangements (the pension fund deficit in respect of those transferring remains with Barnet)”</p> <p>My questions are:</p> <ol style="list-style-type: none"> <li>1. How many staff transferred to Harrow?</li> <li>2. How many of those staff who transferred have subsequently been made redundant?</li> <li>3. How many of those staff who transferred are still working on the HB Service?</li> </ol> <p><b>Response:</b> 37 posts transferred but only 35 people, 6 of those have been made redundant. 23 of the staff who transferred are still working for HB Public Law plus 1 temp who did not formally transfer but followed the others over.</p>
24	Ms. Janet Leifer Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	<p>Why is it so important to YCB that more of their service users receive Direct Payments? (Top Achievements and Actions)</p> <p><b>Response</b> The Council has an ambition that service users should have choice and control. In partnership with the Council, YCB will work to understand the underlying reasons for the 2.1% take-up of DPs in order to ensure individuals continue to have choice and control.</p>
25	Ms Philippa Whitecross Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes	<p>In the report is states at: “6.3 DRS (now RE) and CSG are both forecast to stay within their respective budgets. As previously reported the additional cost arising from the delay caused by the application for Judicial Review has been met from reserves.”</p> <p>My questions are:</p> <ol style="list-style-type: none"> <li>1. How many change control requests have been submitted by Capita for DRS contract since the contract was awarded?</li> <li>2. How many change control requests have been submitted by Barnet Council for DRS contract since the contract was awarded?</li> <li>3. How many change control requests have been submitted by Capita for NSCSO contract since the contract was awarded?</li> <li>4. How many change control requests have been submitted by Barnet Council for NSCSO contract since the contract was awarded?</li> </ol> <p><b>Response</b></p>

		<p>1. For DRS services, nil requests have been submitted by Capita.</p> <p>2. The Council has submitted to-date 5 change control notices. These are not substantive changes but of low impact and word tidying to the contract. Further, these do not involve payment of additional monies to Capita for DRS services.</p> <p>3. For CSG, (NSCSO) Capita have submitted a total of 17 Change Requests of which 4 are non-contractual.</p> <p>4. For CSG, (NSCSO) The Council has submitted a total of 6 Change Requests. For CSG of the total 19 formal changes, 8 have been agreed in principle and 11 are under discussion and review.</p>
26	<p>Mrs Tirza Waisel Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet</p>	<p>Re PI 11 in P. 80 Appendix 6:</p> <ul style="list-style-type: none"> <li>• Are the agency staff employed in the day centres all qualified?</li> <li>• Are the agencies employing them registered?</li> <li>• Please provide me with a list of agencies contracted.</li> </ul> <p><b><u>Response</u></b> YCB has a robust process in place to ensure a high quality of agency staff. A variety of agencies are used. Staff are monitored and supervised by permanent staff and managers to ensure a high standard of care is provided to all YCB service users.</p>
27	<p>Ms Theresa Musgrove Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes</p>	<p>In the performance data of risk management for Barnet Homes, there a high risk that welfare reform will 'reduce the income stream to the HRA such that the council is unable to support future housing management strategy and policy'. In response, there is a claim that 'Barnet Homes and LBB are jointly providing financial and strategic advice to residents affected by Welfare Reform. The Welfare Reform Steering Group is actively working to reduce the effects on Barnet residents'.</p> <p>Please explain exactly what sort of financial and strategic advice is being offered to residents affected by the devastating impact of the bedroom tax and other benefit cuts.</p> <p>Is Barnet Homes still using the evangelical Christian group 'Christians Against Poverty' as a supplier of so called support to these vulnerable people, and how is it mitigating the risk of being in breach of equalities legislation by using an organisation which actively seeks to use its activities to convert clients?</p> <p><b><u>Response</u></b> Prior to the introduction of Welfare Reform changes in April 2013 Barnet Homes visited about 1000 tenants who were identified as</p>

likely to be affected by the bedroom tax. These visits explained the potential impact of the changes and the options available to mitigate this. These options included staying and paying the charge, moving to smaller accommodation, exchanging with another tenant, taking in a lodger and seeking employment .

In addition to the visits, Barnet Homes provided regular updates to all its tenants and leaseholders of the Welfare Reform changes via its At Home magazine. We created a You Tube video with 3 other London organisations which has been viewed by over 2500 people. We also produced an On Line Calculator to enable Tenants to understand how the changes would affect them

Since the changes in April 2013, staff have continued to engage with all tenants affected. Officers have assisted 126 tenants in successfully applying for Discretionary Housing Payment which is conditionally awarded whilst the tenants explore the other options. In addition 36 tenants have moved by either mutually exchanging or moving to smaller accommodation.

The number of tenants affected has reduced from an average of 696 in quarter 1 to an average of 656 in quarter 3. Rent arrears initially increased but have stabilised over the last 5 months. Since April 2013 over 85% of the charge has been collected.

Barnet Homes continues to use Christians Against Poverty (CAP) and a variety of other financial advice partners to assist tenants and leaseholders who fall into debt. This includes our own trained staff, welfare benefits advisers, the Money Advice Unit, Stepchange , and London Capital Credit Union . In addition we are also exploring an enhanced role for the Citizens Advice Bureau.

The CAP service offers more intensive independent support than many other providers for residents who are in significant debt, often to multiple debtors. Our experience has been that the combination of one to one support and money management workshops that CAP provide is an effective response for some to debt management issues.

Barnet Homes have been very clear with CAP that this is on the basis that it is open to the whole community. This is no matter what age, faith, sexuality or ethnicity they are and that no part of the debt management work is to be based on pressure for religious conversion. CAP understands our role and responsibilities and has readily agreed to this approach. Residents taking part continue to come from a diverse background and to date we have had no complaints of any nature about the services provided.

CAP and our other partners play a valuable role in providing

		supportive independent advice to residents who find themselves in debt.
28	Mr John Dix Item No.6; Quarter 2 2013/14 Performance, Appendix 5 – CSG	<p>At page 60 of the report it states that: Revenues &amp; Benefits: the service changed its operating model in December 2012 to deliver benefits claim processing based on a face to face operation and relocated back office personnel. This model has delivered improvements in turnaround times but is more expensive to operate than Capita had assumed based on the previous back office operations. A detailed review is now underway to determine the most cost and service effective model for the future.</p> <p>Given that the contract continued to be amended throughout 2013 until it was signed in August 2013, please can you confirm that Capita had plenty of opportunity to revise their bid. Please can you clarify who will be responsible for any additional costs and can you confirm that the turnaround time for benefits claims will not be extended simply to reduce costs for Capita.</p> <p><b><u>Response</u></b></p> <p>As part of the Cabinet approval of the CSG contract terms, charges and savings on 6 December 2012, limitations were put on Capita about those items that could be amended or negotiated post cabinet approval as part of the legally negotiated process that commenced after the Alcatel period on 7th January 2013.</p> <p>Changes to the Service Delivery Model, performance Targets and costs for Revenues and Benefits were not an item subject to negotiation.</p> <p>The main contract and costs therefore remained unchanged during 2013 except for those agreed items of negotiation with two other exceptions, namely:</p> <ul style="list-style-type: none"> <li>- the contract start date moving from the planned start on 1st April to 1st September 2013 and</li> <li>- Changes agreed as part of the Judicial Review Process in relation to face to face service delivery locations and the requirement to consult before any changes to those locations.</li> </ul> <p>The decision to move 16 Revenues and Benefits staff into Burnt Oak Library and Barnet House was taken by the Council in December 2012 in order to be more responsive to customer queries and ensure the accuracy of claims. This also reflected the uncertainty regarding the Welfare Reform changes due to be implemented in April 2013.</p> <p>Capita first became aware of the impact of this change following</p>

		<p>the completion of its due diligence on the service in April 2013. In particular the due diligence highlighted that this had led to a significant improvement in the time taken to process new claims from 15 days based on the data provided to Capita during the bid stage to 10 days. At this stage Capita assumed that its proposed service delivery model, to relocate Revenues and Benefits Processing Services to Blackburn would be unchanged and that its obligation to process new claims in 12 days for year 1 of the contract reducing to 10 days from year 2 would remain intact.</p> <p>However, once the contract was signed, the final performance of the Council Revenues and Benefits New Claims Processing was confirmed as 7 days which is top of the top quartile performance across all the London Boroughs.</p> <p>Further Due diligence identified a number of benefits in addition to the performance improvement by having staff based locally. These Benefits included improved accuracy and Improved customer care. The Council wished to maintain these benefits and the improved performance and sought options from Capita to achieve this. Due to the higher cost of salaries in Barnet, Capita could not deliver the same quality of service reliant on the local face to face service for the costs included in the bid.</p> <p>Options have been discussed with the intention of getting the right balance between improved service and performance and avoiding cost increases and agreement is being finalised to ensure Capita retain 12 local staff at a higher cost and deliver a minimum contract performance target of 9 days, still placing Barnet in the Top Quartile and delivering high quality customer care.</p> <p>The Council will bear the cost of the Contract Change arising from retaining these staff but is seeking to offset additional costs against other contract changes.</p>
29	<p>Mr Tony Solomons Item No.6; Quarter 2 2013/14 Performance, Appendix 6 – Your Choice Barnet</p>	<p>Ref. 5.3 Risk Overview: The matrix shows that the YCB New Business outlook is only one box away from "Catastrophic", In detail, what is being done to prevent catastrophe, and what is the timescale for such action?</p> <p><b>Response</b> Risk management is an important aspect of business planning and business continuity e.g. identifying what risks the organization faces, determining the relative importance of these risks and putting robust plans in to mitigate / eliminate / accept the risks.</p> <p>In order to minimise financial risk YCB has undertaken a range of activities which have resulted in increased value for money. This includes internal structural changes as well as proactively looking</p>

		for opportunities to grow.
30	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance – Cover Report	<p>(9.5) If people are in arrears because they do not have the money to pay, how does the council help them?</p> <p><b>Response</b> Barnet Homes approach to dealing with arrears is to ensure that the tenant has maximised their income and fully understands that rent is a priority payment. Where a tenant is in arrears officers seek to make realistic payment agreements to ensure that arrears are reduced to avoid the need for more serious recovery action.</p> <p>In addition they work with a number of charitable agencies who offer advice and assistance to tenants with multiple debt issues. Their Successful Tenancies strategy approach to dealing with tenants in arrears has resulted in us maintaining good income collection performance whilst keeping eviction levels low and amongst the best in London.</p>
31	Mrs Marie Symington Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes	<p>In the report it states on p. 39 of the document (p.43 of the PDF) section 5.1: “Phase 1 go live of the Housing Management system has been delayed from January to the end of March 2014” My questions about this are: 1. What is the reason for the delay and who is the IT provider? 2. Have there been any service issues for customers as a result of this delay?</p> <p><b>Response</b> 1/ As part of the project management approach to the implementation of the new enhanced housing management system the go live has been delayed to allow more time for staff training and to ensure that there will be sufficient staff resources available to support the launch. The provider is Aareon.</p> <p>2/ None, the existing system Saffron is still active and will continue to be so until the new system goes live.</p>
32	Ms. Janet Leifer Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	<p>In what way is an engagement event different from a meeting giving information to service users and their carers?(1.3 Summary of the Delivery Unit’s Performance)</p> <p><b>Response</b> There is no difference; at both events relatives / service users are given an opportunity to voice their views. These views are fully considered when making decisions about the service.</p>

33	<p>Ms Philippa Whitecross Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes</p>	<p>In the report it states: “Capita began using Equita as the preferred bailiffs transferring cases to them after service commencement. While this has improved the allocation of payments, the previous Bailiff firms did make complaints to members and seek legal advice on the legality of this change of supplier. It also raised concerns on potential conflicts of interest. Capita and the Council worked closely with HB Public Law to demonstrate that the previous contracts allowed for this transfer and to satisfy the members that any conflict of interest was offset by protocols and processes.” However, on the 26/9/2013 The Barnet Press published a news report according to which, there were 2 bailiff firms (Newlyn Collection Services LTD, and Phoenix Commercial Collections LTD), both of which were considering filing complaints. My questions are: 1. Did both firms file complaints? 2. Has both the previous Bailiff firm dropped their complaints? 3. Did the Council seek legal advice on this matter? 4. How much was the cost of this legal advice and who provided it? 5. How many, (if any) complaints from residents have there been about Equita?</p> <p><b>Response</b> Neither of the bailiff firms has formally filed a complaint at this point and discussions are on-going.</p> <p>The Council has been assisted in its discussions by HB Public Law and are also currently seeking advice from Counsel.</p> <p>Out of 4324 Council Tax cases and 464 NNDR cases, 4 complaints in total have been received, representing a complaint rate of 0.08%.</p>
34	<p>Mrs Tirza Waisel Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet</p>	<p>Re PI 12 in p. 81 Appendix 6: What is being done to reduce the number of zero hours contracted staff ('Sessional workers')?</p> <p><b>Response</b> There will always be a requirement for sessional staff as the demand and utilisation levels of YCB services fluctuates during the year. For Q3 YCB is reporting a level of 10% which is well below the maximum target of 20% for this performance indicator.</p>

35	<p>Ms Theresa Musgrove Item No.6; Quarter 2 2013/14 Performance, Appendix 4 - DRS</p>	<p>Regarding the DRS/ Re KPIs, and referring to KPI ET0076, in regard to Hendon Crematorium: this states - 'Reduction in business at Hendon Cemetery &amp; Crematorium is likely to lead to failure to meet budgeted income targets'. The recommended action is: 'Improve and promote HCC as the funeral venue of choice in Barnet'.</p> <p>Please explain how a funeral venue 'of choice' can be promoted, without causing offence to residents, and explain to those of us who have family members interred in the Crematorium grounds why it is even conceivable that Capita Symonds should seek to proceed on a campaign of commercial exploitation of a place of such sensitivity? Would it not make more economic sense to promote a higher level of death in the borough in order to retain the profit making ability of Capita shareholders?</p> <p><b><u>Response</u></b></p> <p>Clearly sensitivity is required in dealing with these services. The aim is to make sure that Capita provide such a good service that the public and funeral directors wish to use it. Capita have committed funds to improve the facility, the buildings and grounds and to raise the quality of services it provides. Capita has also expressed its intention to gain quality accreditations for the venue and its services.</p>
36	<p>Mr John Dix Item No.6; Quarter 2 2013/14 Performance, Appendix 5 – CSG</p>	<p>At page 67 the report identifies a potential conflict of interest with Capita using their own bailiff firm Equita. It also states that “Capita and the Council worked closely with HB Public Law to demonstrate that the previous contracts allowed for this transfer and to satisfy the members that any conflict of interest was offset by protocols and processes”. Given that Capita specifically asked for the entire contract section dealing with conflicts of interest to be redacted from the contract, how can the public have any confidence that this matter will be dealt with fairly or adequately.</p> <p><b><u>Response</u></b></p> <p>Capita did not request that the Conflict of Interest section to be redacted and the redactions list does not list this as redacted. The only reason that the Conflict of Interest Protocol was not published is because the contract set out that this should be agreed within 3 months of signing the contract in order that it reflected working practices. The schedule is published with the rest of the contract here:- <a href="http://www.barnet.gov.uk/downloads/download/1241/csg_main_contract">http://www.barnet.gov.uk/downloads/download/1241/csg_main_contract</a> page 190.</p>

		<p>A conflict of Interest protocol was agreed in line with the contract that covered the situation where Capita wished to bid for additional work at the Council and how this would be managed when Capita was also responsible for running the procurement service as part of CSG.</p> <p>This protocol has been developed further to add additional obligations on Capita and around training its staff on Conflicts of Interest, the duty to report actual or suspected Conflicts of interest and the monitoring of compliance around awareness and training.</p> <p>In addition Capita has to seek approval from the Council for the appointment of any sub-contractors whether Capita Companies or external companies and satisfy the Council that it has entered into appropriate contracts with sound companies, obligated to the key contract terms for CSG and subject to the same data protection and security regulations.</p> <p>Capita is also bound by the terms of the contract in relation to Open Book Accounting and its accounts are subject to Council audit rights in order to ensure that the contract accounting and pricing principles are applied throughout.</p>
37	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance – Cover Report</p>	<p>(9.5) What is the total amount (in pounds sterling) of the arrears?</p> <p><b>Response</b> As at the end of September 2013 the total arrears were £1.754m on an annual collectable debit of around £60million. Just under £1.4m of these arrears were historic and existed as at 31 March 2013</p>
38	<p>Ms. Janet Leifer Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet</p>	<p>What opportunity do service users and carers have to engage with YCB management at an engagement event.(1.3 Summary of the Delivery Unit's Performance)</p> <p><b>Response</b> Each YCB service holds its own carer / service user meetings. All relatives are invited to attend and have an input in the agenda prior to the meeting. Service users / carers have a say in the way the service is provided at care plan review meetings. Questionnaires are sent out to all relatives prior to the meeting to ask for their views on the quality of care provided. YCB will conduct a customer satisfaction survey at the end of the financial year to ask for service users / relatives' views of their service and how they would like to see it improved for the future.</p>

39	<p>Ms Philippa Whitecross Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes</p>	<p>P. 9 of the Minutes of the meeting of the Contract Monitoring OSC 9 October 2013: "Member asked for detailed information on around £30m in payments made to Capita prior to the commencement of the CSG &amp; RE contracts on 1 September 2013 and 1 October 2013 respectively. The Member questioned the relationship of these payments to the investment amounts quoted in the presentation of £16m under the CSG contract and £15.9m under the RE contract. The Head of Commercial agreed to provide a response to the Member after the meeting. Committee asked that the response be made publicly available." 1. Was this response provided? 2. If yes - please provide me a copy of the response; if no – why not and when will it be provided?</p> <p><b>Response</b> The response was sent to Members on the 23 October and was publicly published with the minutes of the previous meeting link here:- <a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=650&amp;MId=7604&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=650&amp;MId=7604&amp;Ver=4</a></p>												
40	<p>Mrs Tirza Waisel Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet</p>	<p>Re PI14 in p. 81 Appendix 6: Would YCB do a RIDDOR report on accidents and incidents involving agency staff?</p> <p><b>Response</b> Yes.</p>												
41	<p>Mr John Dix Item No.6; Quarter 2 2013/14 Performance, Appendix 5 – CSG</p>	<p>On page 70 of the report it states that wait times for Housing Benefit at Barnet House rose from 13.6 minutes in July to 32.2 minutes in September. Given that we are now in January what information is available for October, November or December to identify if the problem of increased wait times at Barnet House is being resolved or getting worse. Also, can you confirm that the that the footfall figure for September (Barnet House Housing Benefit) of 12,130 is a typographical error and please state what is the correct figure.</p> <p><b>Response</b> We can confirm that the waiting time figures :</p> <table border="1" data-bbox="533 1682 1299 1977"> <thead> <tr> <th>Services Barnet House</th> <th>Oct-13</th> <th>Nov-13</th> <th>Dec-13</th> </tr> </thead> <tbody> <tr> <td>Housing Benefit Tickets</td> <td>1204</td> <td>1033</td> <td>797</td> </tr> <tr> <td>Housing Benefit Average Wait</td> <td>30.47 minute</td> <td>27.78 minutes</td> <td>23 minutes</td> </tr> </tbody> </table>	Services Barnet House	Oct-13	Nov-13	Dec-13	Housing Benefit Tickets	1204	1033	797	Housing Benefit Average Wait	30.47 minute	27.78 minutes	23 minutes
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We can confirm that the footfall figure for September (Barnet House Housing Benefit) of 12,130 was a typographical error and the correct figures are shown below:

Services Barnet House	Sep-13
Housing Benefit Tickets	1213
Housing Benefit Average Wait	32.3 minutes

42	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance – Cover Report	(9.5) To what extent would the 1% tax-cut ‘savings’ have offset (a) the imposition of council tax on people on benefit and (b) the imposition of the bedroom tax?  <b><u>Response</u></b> The Housing Revenue Account is a ring-fenced account and therefore cannot be subsidised by Council Tax.
43	Ms. Janet Leifer Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	How many YCB service users have had the number of hours of care they receive reduced as a result of the design of a degree of flexibility into the quantity of care delivered? (1.3 Summary of the Delivery Unit’s Performance)  <b><u>Response</u></b> Pls 6 & 7 are about meeting assessed eligible need and working with individuals to increase their independence. The number of hours each person receives is in accordance with their agreed care plan. Flexible working means that YCB can use staffing resources more efficiently and is not about a reduction in service.

44	Ms Philippa Whitecross Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes	<p>Housing / Homelessness - page 41 of the report states that as a control action "LBB and Barnet Homes are developing plans to increase prevention activities; increase affordable housing supply; and, develop options of affordable supply in more affordable locations."</p> <p>Please would you provide details of locations which are being considered as being "more affordable".</p> <p><b><u>Response</u></b></p> <p>Some parts of Barnet remain affordable at Local Housing Allowance rates but in the main affordable locations going forward will include Enfield, Haringey, parts of Hertfordshire and Bedfordshire although this area remains under constant review as market conditions are very dynamic and change monthly.</p>
45	Mrs Tirza Waisel Item No.8; External Contracts - Management Resources	<p>Re Agenda Item 8: The level of staff resources allocated to the specific contract monitoring of CSG and DRS remains a mystery. Agenda Item 8 is extremely vague. These contracts are operational so the degree of preparation does not look good.</p> <p>The two 'Partnership Management' diagrams on pages 113 and 114 each identify four managers and one admin assistant with a box "wider support structure" –</p> <p>A. What does this mean?  B. Who is going to monitor the contracts?  C. What is the division of resources between overall contract management and the specific task of contract monitoring?  D. Each 'Partnership Management' will monitor either 3 or 4 contracts so where is the mapping of the scope of these contracts and the different approaches/resources that will be needed for each contract?  i) What is the precise staffing structure for each contract – number of staff, responsibility and % of time allocated to monitoring?  ii) What is the monitoring methods to be employed to check the delivery of the agreed contracted work and the standards of the service to the public?  iii) What is the percentage of monitoring that Barnet will rely on, which will be self-monitoring by the contractor (irrespective of Capita's need to monitor its own performance)?  iv) What is the degree to which Barnet's contract monitoring is relying on information supplied by the contractor? Will the council employ its own monitoring officers and who will they report to?</p> <p><b><u>Response</u></b></p> <p>The wider support structure is the rest of the Commissioning</p>

		<p>Group which the Commercial &amp; Customer Services Team is one element of. This Group also includes the Deputy Chief Operating Officer's team who will provide specialist expertise in finance, revenues and benefits, insurance, information management, estates, HR, procurement and project management.</p> <p>Each contract or management agreement is monitored against a series of Key Performance Indicators and Performance Indicators as well as against commitments made. These include customer satisfaction targets. The data is submitted to the council by the partners.</p> <p>In addition, the methods used to monitor the contracts include issues and risk logs, tracking systems, open book accounting, rights to audit and resident surveys.</p> <p>Monitoring and management will be undertaken on a team basis. Each of the new roles will have some element of monitoring and management within them and so a definitive division cannot be provided</p> <p>The vast majority of contract monitoring information will be supplied by the contractor or shared service in a pre-agreed format. Work is then undertaken by the team to verify and if merited, challenge the data provided. The Council has the right to audit CSG and the ability to sample check Capita's performance data The new Performance Monitoring officers will have a key part in this work.</p>
46	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance – Cover Report</p>	<p>(9.5) Is there anything in law that would have prevented the council from using 1% of council tax income to offset the arrears rather than dribbling it out as a tax cut?</p> <p><b>Response</b> The Housing Revenue Account is ring-fenced and cannot be subsidised by Council Tax.</p>
47	<p>Ms. Janet Leifer Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet</p>	<p>Why have 20% of YCB service users not had their recorded care plans outcomes met completely?(3.2 How is YCB achieving against its Performance Framework agreed As part of the YCB contract?)</p> <p><b>Response</b> A person centred support plan can include outcomes like moving into paid employment or living in a different type of accommodation. Whilst important to the service user these outcomes may not be met at the time of an annual review, however, care activities in the support plan will still have been delivered. The 20% refers to a target made up of ≤10% partially</p>

		met and ≤ 10% not met. Actual data for this Performance Indicator will not be available until after the year-end.
48	Mrs Tirza Waisel Item No.8; External Contracts - Management Resources	<p>Equalities and corporate priorities</p> <p>Page 108 refers to equalities and to have due regard to:</p> <ul style="list-style-type: none"> <li>a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;</li> <li>b) advance equality of opportunity between those with a protected characteristic and those without;</li> <li>c) promote good relations between those with a protected characteristic and those without.</li> </ul> <p>P109 states in 5.3: Equalities will be monitored by collecting data on service usage, customer feedback and specific performance indicators. Where service changes affecting residents or service users are proposed, equalities impact assessments will be undertaken, and where needed, these will include consultation with residents or service users. Again this is vague.</p> <ul style="list-style-type: none"> <li>A) What degree of change triggers an impact assessment?</li> <li>B) What does 'consultation' mean in practice and what degree of change will result in consultation?</li> <li>C) How will the council ensure genuine outreach and consultation with hard to reach groups of residents and/or service users?</li> <li>D) What assurances will we have that the consultations will be conducted in good faith and decisions stem from the results of the data collated in them, rather than devised to result in the pre-consultation decision about the proposed changes or implementing changes regardless the outcome of the consultations?</li> <li>E) Will there be an obligation on the council to publish the data collated and demonstrate how the changes reflect the will of the service users and those with protected characteristics as expressed in it?</li> </ul> <p>A dedicated equalities adviser in the Commissioning Group to promote good practice and oversee compliance (5.4 p. 109) is clearly inadequate to effectively make the three objectives above a reality.</p> <p><b><u>Response</u></b></p> <p>Any changes that affect the way in which we deliver services can trigger an impact assessment. The Council aims to be fair, transparent and accountable in demonstrating that its actions and performance on equality meet the requirements of the General and specific Public Sector Equalities duty.</p>

		<p>Corporate Equalities priorities and policy considerations are set out in the Equalities section of the Corporate Plan 2013 -2016. The council published its Strategic Equalities Objective in the Corporate Plan. The objective is enshrined in the constitution and states that citizens will be treated equally, with understanding and respect; have equal opportunity with other citizens and receive quality services provided to Best Value principles. This objective can be found at <a href="http://www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity">http://www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity</a></p> <p>This has been translated into very clear actions across business areas, with clear targets, timescales and performance monitoring. . This information can be found at <a href="http://www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity">http://www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity</a></p>
49	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance – Cover Report	<p>(9.6) Stonegrove Spur Road: how many of these 198 new homes are for council tenants, how many for affordable housing, how many for private rental, and how many for private sale?</p> <p><b>Response</b> The current figures are that 388 new homes have been built to date, of which 217 are for social rent, 27 are shared ownership, 8 shared equity and 136 are private for sale properties.</p>
50	Ms. Janet Leifer Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	<p>Why is the target for use of sessional staff set at 20% rather than using permanent staff? (3.2 How is YCB achieving against its Performance Framework agreed As part of the YCB contract?)</p> <p><b>Response</b> There will always be a requirement for sessional staff as the demand and utilisation levels of YCB services fluctuates during the year. For Q3 YCB are reporting a utilisation level of 10% which is well below the maximum limit for this performance indicator. It should be noted that sessional / agency staff were used pre YCB when the service was in-house.</p>
51	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance – Cover Report	<p>(9.6) How many of the original 603 houses were council-owned and what happened to these tenants, e.g. where were they moved to and will they be moved back after the work is completed?</p> <p><b>Response</b> Of the original 603 units, 270 were owned by the Council, and tenanted by Council secure tenants. Of these, 253 have moved directly into new social housing homes and 8 have yet to move to new social housing homes. Of the remaining 9 tenants, they are either deceased or have moved to other Barnet owned properties.</p>

52	Ms. Janet Leifer Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	How are service users and carers involved in service design? (3.2 How is YCB achieving against its Performance Framework agreed As part of the YCB contract?)  <b>Response</b> Each YCB service holds its own carer/service user meetings. All relatives are invited to attend and have an input in the agenda prior to the meeting. Service users/carers have a say in the way the service is provided at care plan review meetings. Questionnaires are sent out to all relatives prior to the meeting to ask for their views on the quality of care provided. YCB will conduct a customer satisfaction survey at the end of the financial year to ask for service users/relatives views of their service and how they would like to see it improved for the future.
53	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 2 - HB Public Law	2 and 2.1: Why do not all of the KPIs report in the quarter, and which KPIs report in which quarters?  <b>Response</b> There are 6 Pls in the full suite of KPIs for HB Public Law during 2013/14. Of these, HBL005 b (On-going and improving value for money: £50,000 reduction in use of external counsel) was only due for report in Q1, as it is an annual indicator HBL003 (Quality of work and reports provided) was not publically reported as a new method of collecting the data is being introduced. This is expected to provide meaningful results from October 2013.
54	Ms. Janet Leifer Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	How soon after service uses have had their hours of care reduced does YCB check if the reduced support these service users receive is sufficient?  <b>Response</b> Pls 6 and 7 are about promoting independence. YCB and the Learning Disability Service regularly monitor the level of care provided to service users. If the support plan does not does not meet eligible needs , this is reviewed.
55	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes	2.1 Benchmarking statement: 'Barnet ranked 29 out of 32 London boroughs for numbers in EA' and on page 5 of the minutes: 'of households placed in emergency accommodation ... Barnet was ranked 27 out of 33 boroughs'. Was Barnet 27th or 29th, where is London's 33rd borough and when was it adopted, and why is this inconsistent information presented?  <b>Response</b> At Q2 Barnet was 29 out of 32 Boroughs for the numbers of people placed into emergency accommodation (CPI 8001a),

		<p>based on data provided by the CLG. In other words, it has the 4<sup>th</sup> highest numbers in EA compared to the other London Boroughs excluding Kingston Upon Thames who did not report at that time (the reason was not given).</p> <p>The reference to ranking 27 out of 33 in the minutes of the last meeting was the ranking for the previous quarter. There are 32 London boroughs, however the City of London also submits for the purpose of this benchmarking.</p>
56	<p>Ms. Janet Leifer Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet</p>	<p>What can service users do if they feel they no longer have adequate support or if they are concerned that the assessment made as part of the Care Plan review process underestimates the support they need? (3.2 YCB PI 1)</p> <p><b>Response</b> The support plan is mutually agreed between the service user / carer and the social worker. Service users can request a re-assessment of their needs if they feel their circumstances have changed.</p>
57	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes</p>	<p>2.2: Given the pressure for social housing and the increased cost of using temporary and emergency accommodation, why is there no plan for building sufficient social housing?</p> <p><b>Response</b> The Council is currently working on developing a revised Housing Strategy for Barnet. The evidence base for this strategy has been developed and was presented to Business Management Overview &amp; Scrutiny Committee on the 6th January 2013 and the completed strategy will include the Council's plans for further housing development in the borough.</p>
58	<p>Ms. Janet Leifer Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet</p>	<p>Who decides what is an adequate core staffing level?</p> <p><b>Response</b> YCB, in relation to services provided, however, this is monitored by the commissioner and also the Care Quality Commission (CQC).</p>
59	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes</p>	<p>3.3 How many levels of intervention are there, and what are the rules, guidelines and actions for each?</p> <p><b>Response</b> Barnet Council operates an internal 3-level intervention model. This model is intended to be proportionate (e.g. where a performance challenge has a significant impact then stronger interventions are expected).</p>

Delivery Units propose an intervention level (in conjunction with their Lead Commissioner). These proposed interventions are agreed at a corporate performance meeting. Guidelines to the 3 levels of intervention are below.

Intervention required	Agreeing actions and progress reporting	Accountability
<p><b>1. No intervention requested</b></p>	<p><b>Issue:</b> Weak performance against Management Agreement could be result of time lag, or existing plans/actions are in place.</p> <p><b>Reporting:</b> No additional reporting required.</p>	<p>Delivery Unit responsible for performance improvement.</p>
<p><b>2. Operational improvement plan within Delivery Unit</b></p>	<p><b>Issue:</b> Deteriorating performance or underperformance against Management Agreement PI (or in some cases, Corporate Plan KPI), reflecting an operational delivery challenge.</p> <p><b>Action:</b> Improvement actions be designed and delivered by Delivery Unit.</p> <p><b>Reporting:</b> No additional reporting required; assurance provided to Corporate Performance Team that action plan is in place.</p>	<p>Delivery Unit responsible for performance improvement.</p>
<p><b>3. Improvement plan designed by Delivery Unit, signed off and reviewed by Lead Commissioner</b></p>	<p><b>Issue:</b> This form of intervention should be reserved for significant underperformance, deteriorating performance against a Corporate Plan KPI, an escalation from level 2, or pattern of underperformance of a specific set of services.</p>	<p>Delivery Unit responsible for delivering operational improvement plan.</p> <p>Lead Commissioner responsible for commissioning</p>

			<p>This type of performance issue may reflect an enduring/increasing operational challenge, or require changes to strategy/policy.</p> <p><b>Action:</b> Operational improvement plan to be designed by Delivery Unit (with input from other Delivery Units if cross-cutting issue), signed off by Lead Commissioner/Director and Chief Operating Officer Team.</p> <p><b>Reporting:</b> Progress report provided each quarter to Lead Commissioner, and summary to the next quarterly performance meeting. Option for Lead Commissioner and/or Corporate Performance Team to request monthly progress report.</p>	<p>additional analysis of cross-cutting challenge, or appraise strategy options/changes</p>
60	<p>Ms. Janet Leifer Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet</p>	<p>If the Risk Register indicates the core staffing level is inadequate, will the number of core staff be increased? (3.3 YCB PI 11)</p> <p><b>Response</b> Yes.</p>		
61	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes</p>	<p>3.3 Arrears recovery: 'direction to the team ... to be much firmer with tenants about their obligation to pay rent.' In what way is the team to be firmer, and what can they do when tenants simply do not have enough money for their rent?</p> <p><b>Response</b> Barnet Homes has been nationally recognised for its rent arrears collection performance through its "Successful Tenancies" strategy which seeks to set the balance between supporting those in arrears who are in need of help, and the use of formal legal recovery actions to secure payment.</p> <p>Barnet Homes approach to dealing with arrears is to ensure that</p>		

		<p>the tenant has maximised their income and fully understands that rent is a priority payment. Where a tenant is in arrears, officers make realistic payment agreements to ensure that arrears are reduced to avoid the need for more serious recovery action</p> <p>Analysis of actions over the first 6 months of 2013/14 indicated a reduction in officers taking the more serious arrears actions when compared to the two previous years. In an environment where other creditors are likely to be far less accommodating this will not be sustainable or helpful to the tenant. In the 3rd quarter officers have increased the levels of more serious actions and this is starting to show through in the performance outcomes.</p>
62	<p>Ms. Janet Leifer Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet</p>	<p>If there is no change to service delivery why is Community Space closed to its service users on Fridays and why have users of BILS been told their building will be closed from April? (5.2 Change projects)</p> <p><b>Response</b> The Community Space is available to service users on a Friday but most have chosen to use services in the community. BILS as a service will continue. YCB are looking at alternative venues due to the poor quality of the current building and high running cost, although a lot of BILS activities are already provided in the community.</p>
63	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes</p>	<p>3.3 Is there any update on the mid-Nov 'matchmaking' event?</p> <p><b>Response</b> 100+ tenants (overcrowded and under-occupying) attended the November matchmaking event. There has been considerable activity supporting residents to register for trade downs and mutual exchanges. Residents who attended have been put in touch with others with regards to viewing on another's properties. Barnet Homes has been working particularly closely with those who are affected by the under occupation charge. Due to the Christmas break many of these viewings are taking place in January when we would expect to start seeing positive outcomes</p>
64	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes</p>	<p>Why are lower staffing and non-pay costs, and an 'underspend' on salaries reasons for an overspend in the HRA revenue?</p> <p><b>Response</b> The underspends were on salaries (£55k) and higher than anticipated recovery costs from developers (£69k), however there was a significant shortfall reported on HRA dwelling rents and HRA tenants service charges income (£821k). This resulted in an overall overspend of £697k.</p>

		Dwelling rents are lower due to higher than anticipated demolitions on regenerations. There was removal of service charges for hot water and heating for properties that have been upgraded to have their own central heating system (boiler).
65	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes	<p>5.1 Leaseholder strategy. While any improvement is a good thing, why is less than a 50% satisfaction rating considered 'green' and what is the target level of satisfaction?</p> <p><b>Response</b> The leasehold satisfaction survey in 2010 resulted in 40% of leaseholders expressing satisfaction with the service. A target of 45% was set for the next satisfaction survey and the outcome of the survey was 47.3%. A further 24% were neither satisfied or dissatisfied with the service.</p> <p>Leasehold satisfaction across London tends to be significantly lower than for Council tenants. Recent benchmarking of satisfaction with 6 other London boroughs indicates satisfaction levels in the mid 30 to late 40% with the highest performing organisation in the mid 60's</p>
66	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 3 - Barnet Homes	<p>5.1 Leaseholder strategy. What are the main causes of dissatisfaction?</p> <p><b>Response</b> The main causes of leasehold dissatisfaction relate to the value for money of both major works and annual service charges and the quality of major works undertaken.</p> <p>Benchmarking with other London Council's corroborates this view concerning value for money</p> <p>The survey in 2013 showed improvements of 12%, 8% and 21% for all these areas when compared to the previous satisfaction survey in 2010.</p>
67	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 4 - DRS	<p>1.1 .1 Stonegrove Spur Road Actions required: Who is requesting additional funding from whom, and what is the contractual position?</p> <p><b>Response</b> The comments relating to Stonegrove Spur Road e cited in Quarter 2 report as a Top 3 Achievement, e.g. Phase 5 has commenced to deliver 198 new homes, is should not be read in conjunction with Key Escalations which are different things entirely. The pressures on the Highways Maintenance budgets have been previously raised as a concern but good progress has</p>

		<p>been made on this since last reported. In Quarter 3 additional funding has been secured for Highways Maintenance and I would repeat my answer to q19 at this point.</p> <p>All councils conduct regular condition surveys of their roads and pavements and then provide a total cost of repairs. This will inevitably be a large number, greater than any council can afford to fund in any one financial year. The council has to decide a balance between the amount of money it spends on pavements and roads and other services.</p> <p>This risk assessment just states the fact that it may not be possible to do deal with all high priority repairs in a given year and therefore it is tolerated. A risk is a statement of something that could happen. In the case of Barnet this risk has since the Q2 report been reduced. The mitigating action was to secure additional funding and the Council has agreed an additional Capital Grant of £4m (and this work is under way) and a further £500k to the Responsive Maintenance Budget with a further £500k drawdown provision, in total an additional £5m, in this financial year to deal with this issue .</p> <p>The final point regarding the contractual position is that LBB hold overall responsibility for the budgets. LBB and Capita will work together to bid for future Capital funding based on their condition assessments. Capita manages the existing contractors in place and over time it will help procure new contracts with improved rates with the resulting savings put back into the Highways Budget.</p>
68	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 4 - DRS</p>	<p>1.1.2 The prosecution of a care home: Given this successful prosecution, why has the same management had its contract for the care home renewed and what additional monitoring is in place to ensure the safety and well-being of service users?</p> <p><b><u>Response</u></b></p> <p>The prosecution was taken by the Environmental Health team following a tragic fatality in Dec 2011. To be clear the responsibility for Care Homes is not administered through the DRS/Capita contract. However, we do understand from colleagues in the Council Adult Social Care that the care home provider has since the fatality made significant changes and improvements to its Health &amp; Safety Procedures. The more recent contract award followed a period of Due Diligence and on-going inspections that these standards are being met.</p>

69	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 4 - DRS	<p>2.1 'Excellent progress has been made on completing to roads and pavements planned works performance recovering after underperforming in Q1 the current performance is now ahead of schedule by 80%.' Can you please use punctuation and syntax to render this statement clear in plain English?</p> <p><b><u>Response</u></b></p> <p>Apologies. In respect of roads and pavements, excellent progress has been made on recovering the underperformance in Q1. At the end of Q2 performance is ahead of schedule by 80%.</p>
70	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 4 - DRS	<p>4.1 Comments: what does PIT stand for?</p> <p><b><u>Response</u></b></p> <p>PIT stands for the Performance Improvement Team.</p>
71	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 4 - DRS	<p>4.1 What is the 'DRS block contract residual spend', how much is it, and is it in the contract that it 'will be funded from risk reserve'?</p> <p><b><u>Response</u></b></p> <p>The 'DRS block contract residual spend' was £561k. This was the cost of running DRS services pre Contract go live as the contract was delayed due to the Judicial Review. These additional costs were funded by the Council from risk reserves</p>
72	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 4 - DRS	<p>5.3 ET0075 Why is this risk, rated as high, marked 'tolerate' when the lesser risks in the table are marked 'treat'?</p> <p><b><u>Response</u></b></p> <p>All councils conduct regular condition surveys of their roads and pavements and then provide a total cost of repairs. This will inevitably be a large number, greater than any council can afford to fund in any one financial year hence the tolerate score.</p>
73	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 4 - DRS	<p>25 Appendix EH012(f) Why is there no reported outturn when there is a target?</p> <p><b><u>Response</u></b></p> <p>This looks at the improvements following an inspection. Often these can take several months so therefore the data is reported at year end, rather than in-year. This then provides useful and informed data to review trends and the effectiveness of the</p>

		service.
74	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG	<p>1.2 'using 16 staff that Capita state [my emphasis] was not built into their offer or price (BAFO in Oct-12), which assumed all benefits processing staff were located outside Barnet.' Is Capita's claim accurate and true, i.e., is the use of face-to-face staff included in the contract, or does the council dispute this? Please compare statements later at 4.1 (p67 of this PDF), which indicate it was not part of the contract.</p> <p><b><u>Response</u></b> The Capita solution and price did include the use of face to face staff at the existing Council locations specifically Barnet House and Burnt Oak Library. But these staff formed part of Customer Services and not Revenues and Benefits.</p> <p>The Capita solution for Revenues and Benefits was to move all Benefits processing staff out of the borough to Blackburn in order to reduce the cost of delivering the services and help deliver the significant contract savings to the Council. Capita could do this as it has an existing Shared Service Centre in Blackburn which was already equipped to be able to provide services, could flex up and down based on demand and workload from Barnet and had much lower salary costs than those paid within the London Boroughs.</p> <p>As part of the Cabinet approval of the CSG contract terms, charges and savings on 6th December 12, the contract price was set, except some specified areas of final legal negotiation. However no further changes to the Service Delivery Model, performance Targets and costs for Revenues and Benefits were made prior to Contract signature and the opportunity to do so was not included in the final negotiations.</p> <p>The decision to move 16 Revenues and Benefits staff into Burnt Oak Library and Barnet House was taken by the Council in December 2012 in order to be more responsive to customer queries and ensure the accuracy of claims. This also reflected the uncertainty regarding the Welfare Reform changes due to be implemented in April 2013.</p> <p>Capita first became aware of the impact of this change following the completion of its due diligence on the service in April 2013. In particular the due diligence highlighted that this had led to a significant improvement in the time taken to process new claims from 15 days based on the data provided to Capita during the bid stage to 10 days. At this stage Capita assumed that its proposed service delivery model, to relocate Revenues and Benefits</p>

		<p>Processing Services to Blackburn would be unchanged and that its obligation to process new claims in 12 days for year 1 of the contract reducing to 10 days from year 2 would remain intact.</p> <p>Further Due diligence identified a number of benefits in addition to the performance improvement by having staff based locally. These Benefits included improved accuracy and Improved customer care. The Council wished to maintain these benefits and the improved performance and sought options from Capita to achieve this. Due to the higher cost of salaries in Barnet, Capita could not deliver the same quality of service reliant on the local face to face service for the costs included in the bid.</p> <p>Options have been discussed with the intention of getting the right balance between improved service and performance and avoiding cost increases and agreement is being finalised to ensure Capita retain 12 local staff at a higher cost and deliver a minimum contract performance target of 9 days, still placing Barnet in the Top Quartile and delivering high quality customer care.</p> <p>The Council will bear the cost of the Contract Change arising from retaining these staff but is seeking to offset additional costs against other contract changes.</p> <p>The Council therefore does not dispute that Capita's price and solution for Revenues and Benefits did not include face to face benefits processing for Revenues and Benefits. Although retaining a local service will cost the council more (see the Council response to Question 4), this cost is being offset by other benefits agreed with Capita and therefore the Council feels it has now agreed a value for money solution that achieves improved performance, keeps jobs and services local and delivers value for money as a result of the change being funded through other savings.</p>
75	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG</p>	<p>When did it become clear that the face-to-face model was essential or did the council always assume that this would be the model of operation?</p> <p><b>Response</b> The decision to move 16 Revenues and Benefits staff into Burnt Oak Library and Barnet House was taken by the Council in December 2012 in order to be more responsive to customer queries and ensure the accuracy of claims. This also reflected the uncertainty regarding the Welfare Reform changes due to be implemented in April 2013.</p> <p>Capita first became aware of this change following the completion of its due diligence on the service in April 2013. In particular the</p>

		<p>due diligence highlighted that this had led to a significant improvement of the time taken to process new claims from 15 days based on the data provided to Capita during the bid stage to 10 days.</p> <p>The decision to review the benefits of retaining the Revenues and Benefits face to face service was not made until September 2013 when the baseline performance for the processing of Benefits New Claims Processing was confirmed as 7 days having been as low as 4 in August, which is top of the top quartile performance across all the London Boroughs.</p> <p>Options were discussed aimed at getting the right balance between maintaining the improved service and performance and avoiding cost increases and agreement was reached that Capita would retain 12 local staff at a higher cost and deliver a contract performance target of 9 days, still placing Barnet in the Top Quartile and delivering high quality customer care. This decision was only reached in December 2013.</p>
76	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG</p>	<p>Actions required: Assuming that the Operations Board is the Partnership Operations Board, does the minority position of council representatives on it give them any real power to ensure that decisions are favourable to the residents rather than to the private company?</p> <p><b>Response</b> The CSG Operations Board membership and remit is explained in Schedule 12 to the Contract “Partnership Governance”. Section 5.1.1 states the membership of the board and who chairs it as follows;</p> <p>“The Partnership Operations Board shall consist of four (4) members from the Authority and four (4) members from the Service Provider. One of the members shall be the chair who shall be appointed in rotation in accordance with paragraph 5.8 of this Schedule”</p> <p>The Council and Capita have equal members on the board and neither party is in the minority. In the event that there was a dispute or deadlock in voting on the Operations Board, the contract allows for these to be escalated to the Strategic Partnership Board.</p>
77	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance,</p>	<p>‘for decision of acceptable service levels within the contracted cost’: will face-to-face service definitely be the operating model?</p> <p><b>Response</b> Following discussions on the options aimed at getting the right</p>

	Appendix 5 - CSG	<p>balance between improved service and performance and avoiding cost increases an agreement was reached in December that Capita would retain 12 local staff at a higher cost and deliver a contract performance target of 9 days, still placing Barnet in the Top Quartile and delivering high quality customer care.</p> <p>The Revenues and Benefits Service will therefore continue to offer this face to face to face service at the existing locations of Burnt Oak Library and Barnet House. This is currently planned to run to April 2015 when Universal Credit is expected to replace Council Tax Benefits and when the DWP are likely to be responsible for the processing of all claims. In the event that the DWP does not take on this work, Capita and the Council will discuss the options to continue this service and whether the costs can then be met through other efficiencies on the CSG contract.</p>
78	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG	<p>1.3 Revenues &amp; Benefits. If Capita had assumed lower costs and they were built into the contract and Capita signed the contract, why is that not their responsibility? Why should there be any revision to the service, which will undoubtedly affect its quality, because Capita made an error?</p> <p><b><u>Response</u></b></p> <p>Capita has signed a contract based on a fixed price and is responsible for delivering the Councils requirements based on</p> <ul style="list-style-type: none"> <li>• The Council’s specification for each service (contained in Schedule 1 to the contract, the Output Specification)</li> <li>• The performance levels it committed to (contained in Schedule 4, the Price Performance Mechanism, and Appendices).</li> <li>• The data the Council provided in the bid process for key transactions and processes</li> </ul> <p>Capita formed its solution based on these obligations and requirements and described that solution in Schedule 2, Service Delivery plans. These documents have been published and are available for public viewing.</p> <p>Capita takes the risk of delivering these requirements and solutions within its price.</p> <p>Capita’s Service Delivery Plan for Revenues and Benefits (contained in Schedule 2) clearly states that the service, and benefits processing specifically, will be relocated to other sites (see Section 1.2 and 3.1)</p> <p>The financial pricing model that supports this also shows the location of all staff based on using the Capita sites at Blackburn or Bromley (which is used for more specialist advice) from April</p>

		<p>2014 the salary costs for those sites.</p> <p>The Council took the decision to move 16 Revenues and Benefits staff into Burnt Oak Library and Barnet House in December 2012 in order to be more responsive to customer queries and ensure the accuracy of claims .</p>
79	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG</p>	<p>Estates Condition &amp; Compliance Surveys ‘the Estates function experienced issues’: since a ‘function’ cannot ‘experience issues’, does this mean a LBB office or a Capita office, or can this be explained another way in plain English?</p> <p><b><u>Response</u></b> The term Estates “function” was used to highlight the area responsible for capturing the information required to produce:</p> <ul style="list-style-type: none"> <li>• a formal baseline of the condition of the property estate being transferred to Capita to manage and maintain, and</li> <li>• an assessment of the compliance of these buildings against various statutory and Health and Safety requirements</li> </ul> <p>The issue referred to the quality of the condition surveys which were produced by two external suppliers who had been commissioned by the Council’s Estates function.</p> <p>The surveys were to give the Council baseline information of the state of the buildings owned and/or managed by the Council. This information would be used to decide what work Capita would need to undertake to maintain the buildings in a fit for purpose condition going forward.</p> <p>The Council believes that the surveys produced were not of the required quality or comprehensiveness required or requested in the contract specification for them. As a result the Council working with Capita has been rectifying the situation by requiring the suppliers to repeat the surveys. Where repeat work has not taken place Capita has undertaken the surveys which are now the subject of independent verification. The results of the surveys are expected to be agreed during January 2014. Discussions with the suppliers are on-going.</p>
80	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG</p>	<p>‘issues’: what were the issues that caused the delay?</p> <p><b><u>Response</u></b> The issue referred to is the quality of the surveys produced by two external suppliers were not of the standard required by the Council</p>

81	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG	Who were the suppliers and who commissioned them?  <b>Response</b> The Council commissioned the suppliers. Discussions continue to be held with the suppliers therefore it would be commercially inappropriate to name the suppliers at this time.
82	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG	<p>'Additional call volumes from the Libraries service' : 'Additional' to what and what was the quantity of increase?</p> <p><b>Response</b> Capita based its price and solution on key volumes that the Council provided for the transactions in the services. For Customer Services this included the telephone call volumes to the "First Contact" contact centre. The volumes of calls and contacts handled by First Contact for the Council's services are set out in the published Schedule 4 (Price Performance Mechanism) Appendix 10a</p> <p>However, at the point of agreeing the contract there were a number of services that the Council intended to move into the Contact Centre but for which the planned move was expected to happen after the CSG Contract was signed and Capita took on Service Delivery. These were identified in the Output Specification (Schedule 1) for Customer Services as Deferred Services and section 4.3.1 of the specifications stated</p> <p>"The Service Provider shall deliver the CSO function including the activities as outlined in the table below with Deferred Services being introduced via Change at a future date to be agreed between the Parties"</p> <p>The Deferred services were named as</p> <ul style="list-style-type: none"> <li>- Libraries</li> <li>- Children's Services (social care switchboard plus for duty team)</li> <li>- Children's Services (overflow message taking for the recruitment lines for fostering and adoption), and</li> <li>- Electoral Registration</li> </ul> <p>However due to the delays in signing the contract, the Council moved the Children's Services contacts into the contact centre in April 2013 and the libraries calls were transferred on 27th August just before Capita began delivering the CSG services. Although the contract allowed for these to be treated as a Change under the contract, Capita and Council worked together through September and October to look at ways of accommodating these with no additional cost.</p> <p>As a result Capita agreed to absorb the calls for Children's services at no additional cost. However despite the use of</p>

		<p>automated messages for 10,000 calls, the Library call volumes to the contact centre were confirmed as being 42,000 per annum and it is these extra calls over and above the contract volumes shown in Schedule 4 to which the report refers.</p>
83	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG</p>	<p>Why were the calls taken into the Contact Centre before Service Commencement?</p> <p><b><u>Response</u></b> Prior to the CSG contract being signed by Capita the Council undertook a Customer Services Transformation Project working with its then transformation partner Agilisys. This project looked at ways of making the council more efficient by using improved processes and multi skilled contact centre agents who could answer common calls and queries of a more general nature within a centralised contact centre for a range of Council services.</p> <p>This transfer was designed to free up service specialists and to generate efficiencies within Services that would no longer have to handle the calls and contacts. The project identified a number of services, that would benefit from transferring calls to the contact centre, including:</p> <ul style="list-style-type: none"> <li>- Libraries</li> <li>- Children’s Services, and</li> <li>- Electoral Registration</li> </ul> <p>The proposed set of services were included in a new “future” operating model proposed by the project and the savings within the delivery units was taken into account in the Medium Term Financial Plan. It was expected that when the CSG contract was signed, these services would transfer shortly after the assumed contracts start date of April 2013 and therefore the efficiencies were included in financial forecasts.</p> <p>When the contract signing was delayed, the Council made the decision to move the services into the contract centre, (with the exception of electoral registration), in order to realise the benefits of this integration as early as possible.</p>
84	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG</p>	<p>‘which has placed some additional strain on the services performance levels’: what are the initial strains on the services performance levels and how is the additional strain measured?</p> <p><b><u>Response</u></b> The additional strain referred to relates to the fact that although the additional calls for these services were transferred to First Contact no additional staff were transferred with them to handle the calls. Therefore when Capita took on the services in</p>

		<p>September 2013 it attempted to manage the additional calls for this on top of the seasonal calls in relation to the Schools Admissions process and the Waste Project that began in September 2013 for the roll out of the new recycling scheme and 105,000 new bins across the Borough.</p>
85	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG</p>	<p>2.2 CS001, CS002. Why are the targets so low?</p> <p><b>Response</b> These targets were set based on the confirmed baseline of performance inherited by Capita when the services transferred. The Contract assumed that</p> <ul style="list-style-type: none"> <li>- CS001 – Customer Service Satisfaction performance would be 58% at the contract start based on the performance information that Capita was given, the final baseline for the service in August 2013 was 51%</li> <li>- CS002 – First Contact Resolution – did not have a confirmed baseline at contract due to the changes that were occurring in the recording methods at the time the contract negotiations closed. However a nominal target was set for the end of the first contract year of 50% across all channels which was subject to baselining. The baselining information prior to the contract start confirmed however that the actual performance by channel was <ul style="list-style-type: none"> <li>o Phone: 54% vs. 35%,</li> <li>o email 18.7% vs.13.4% and</li> <li>o web 3% vs. 2%</li> </ul> </li> </ul> <p>This KPI will only apply in year 1 of the contract and in year 2 a new KPI based on CSG looking after the customer and their query from the initial contact across all channels and services until resolution is achieved for the customer (even if that means referral to other services).</p> <p>In addition the Capita transformation of customer services involves considerable investment in both web services and multi-tasking of staff that will allow the faster resolution of email queries. These new solutions and capabilities, due to be implemented between April 2014 and July 2014, are expected to deliver service improvement and Capita has to take the risk that the improvement in performance happens leading to fewer calls.</p> <p>As a result the Council decided to focus on improving the resolution of telephone calls (which forms the majority of all contacts). Given the additional call volumes and pressures described in the answer to question 46 in was decided that the target should be set in relation to phone calls only for year 1 but with contracted improvement built in and subject to Capita paying</p>

		<p>penalties if it failed to meet the targets. The contracted improvement is as follows</p> <ul style="list-style-type: none"> <li>○ Quarter 1 – 35%;</li> <li>○ Quarter 2 – 40%;</li> <li>○ Quarter 3 – 45%;</li> <li>○ Quarter 4 – 50%</li> </ul> <p>The year 2 targets are set to be</p> <ul style="list-style-type: none"> <li>- CS001 – Customer Service Satisfaction - 80% and</li> <li>- CS002 – First Contact Resolution - 60%</li> </ul>
86	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG</p>	<p>PR026b. Why has there been total failure on making 4 work experience placements?</p> <p><b>Response</b> This KPI was expected to be delivered as part of the London Procurement Pledge which means all London Boroughs are committed to making sure that any contracts that they let include a requirement for suppliers to offer work place experience.</p> <p>This measure was introduced in April 2013 but is reliant on the school year and the release of students to work placements in the S and winter terms. This KPI is therefore going to be treated as a cumulative annual KPI and it is expected that placements will be made during the autumn and Winter Terms 2014.</p>
87	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG</p>	<p>2.3 FIN012. What are the current levels of overspend in the three categories mentioned, and to what are they attributable?</p> <p><b>Response</b> This information is contained in the Q2 CRC Monitoring Report - Para 9.3.3 onwards and extracted below;</p> <p><a href="http://barnet.moderngov.co.uk/documents/s12117/Quarter%202%20Monitoring%20Report.pdf">http://barnet.moderngov.co.uk/documents/s12117/Quarter%202%20Monitoring%20Report.pdf</a></p> <p>An overspend of £0.294m in the Education Service. There are shortfalls in savings that will not be fully achieved during the financial year, these relate primarily to Transport. This overspend has reduced since quarter 1 and is primarily due to staff vacancies.</p> <p>Family Services are forecasting an overspend of £1.162m and includes:</p> <ul style="list-style-type: none"> <li>- An overspend of £1.207m in Children in Care &amp; Provider services. This is due primarily to external residential care where demand and the complexity of cases has increased. There are also emerging pressures in Remand services</li> </ul>

		<p>and kinship and special guardianship orders, part of which is as a result of legislative changes.</p> <ul style="list-style-type: none"> <li>- Social Care Management is forecasting an overspend of £0.521m which relates to Market Factor Supplements to Social workers and also legal costs anticipated to be £500k.</li> <li>- There is a £138k pressure in the payment by results element of the Children Centres budget</li> <li>- A recovery plan is in place for the Family Service budget. £0.500m savings have already been included in the forecast and further additional savings have been identified which expect to reduce the total forecast overspend from £1,162k to £1,000k</li> </ul> <p>The Street Scene delivery unit is forecasting an overspend of £1.672m which includes:</p> <ul style="list-style-type: none"> <li>- An overspend of £0.701m in the Special Parking Account. This overspend has reduced since quarter 1, and is as a result of an increased recovery of income from PCN's, CCTV, Bus Lanes and Bailiffs. The remaining overspend is due to cost pressure on the NSL contract of £0.701m.</li> <li>- An overspend of £0.438m in the Recycling service is as a result of a reduction in demand for recyclables.</li> <li>- The Parking service is forecasting an overspend of £0.342m, due to shortfalls in off street parking.</li> <li>- A Highway Maintenance overspend of £0.159m is as a result of winter maintenance pressures.</li> <li>- The Street Scene delivery unit are pulling together a recovery plan which will take corrective action to address the overspend position reported.</li> </ul> <p>The Barnet Group is forecasting an overspend of £0.729m. This is as a result of increased temporary accommodation numbers. The overspend was forecast in quarter 1 however it has increased significantly. Funding was set aside in contingency at the start of the financial year to recognise that pressures in temporary accommodation are a London wide issue, and, if necessary, a draw down from contingency will be made in quarter 3.</p>
88	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance,</p>	<p>4.1 Procurement Services. Is a list of the 13 projects 'in flight' and the 50+ projects available or will it be made available to the public and, if so, when?</p> <p><b>Response</b></p>

	Appendix 5 - CSG	Due to the on-going commercial negotiations required to deliver the savings, the specific list of projects will not be published until after all contractual arrangements have been entered into. The Council intends to publish a list of completed projects and savings delivered as part of the quarterly performance reporting cycle from Q3.
89	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG	<p>Risk commentary –‘Any reported Capita Risks expected to be backed off in the contract’: what does ‘backed off’ mean in this context, and why is it ‘expected’?</p> <p><b>Response</b> This means that any risk identified as being in Capita’s remit to mitigate would be Capita’s contractual responsibility and that any impact would be offset by contractual penalties or other contract remedies. The use of the word “expected” simply signifies that that future risks are unknown but any that arise should be covered by the contract as it stands or may be subject to a change request.</p>
90	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG	<p>4.2 EP05R4 . What is the Agile workplace and what is meant by the ‘lack of appetite for introducing’ it?</p> <p><b>Response</b> “Agile Workplace” is a culturally driven change programme combining technology, accommodation planning and HR policy to change the way Council staff use property in the delivery of Council services. Changing this will allow the Council to drive a property rationalisation programme across the properties occupied by the Council and will help Council employees improve the way they deliver customer services.</p> <p>However the programme’s success requires a significant change in ways of working as staff will not necessarily work in the Council Offices or return to them daily in the way they typically do now. Instead staff will become more mobile, will work using secure mobile services and systems and will share desks and workspace when they do come into the offices. This is a big shift in traditional ways of working and resistance to adopting this is the risk referred to.</p>
91	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG	<p>COMNS0001. In what way would such contracts lead to a ‘sub-optimal solution to the NSCSO project’?</p> <p><b>Response</b> A number of Contracts were in place prior to the CSG contract being signed. Under CSG contract Capita has to manage these contracts in order to ensure that the suppliers deliver their obligations and service levels and its success in doing this will be</p>

		measured by a KPI. If these contracts are not managed effectively to ensure that suppliers deliver their obligations, then this could lead to a sub-optimal solution.
92	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG	<p>Does 'sub-optimal solution to the NSCSO project' mean a failure to realize the guaranteed savings by NSCSO (CSG), and if not, what does it mean in plain English?</p> <p><b>Response</b> As stated above, this is not about savings or realising the guarantee but about ensuring that suppliers are held to account and deliver their obligations to the Council with the contracted budget and performance levels</p>
93	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 5 - CSG	<p>4.3 'Customer satisfaction with the telephone channel is consistently very high – at 91%, yet the sample is very low compared to face to face and the web as it is staff dependent.' This statement appears to be claiming that face-to-face work is not staff dependent, which is obviously not true. Therefore, what is the real reason for the low sample of the telephone channel – do people simply hang up when faced with a menu selection system?</p> <p><b>Response</b> The reference to "staff dependence" refers to the fact that getting good sample sizes relies on the staff in the Contact Centre asking customers if they are willing to take a short survey on their experience at the end of each call.</p> <p>Since September there has been a concerted effort by CSG to get a better sample size. As a result 8,840 respondents undertook a survey in relation to satisfaction with the telephony services in the months October to December compared to the total of 3,032 respondents undertaking the survey in Q2</p>
94	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	<p>1.2. A lot of work has resulted in only 3 enquiries, so it is not clear why this is a 'top achievement': how many of the enquiries converted to a 'sale', or take-up of services? 1.2. If YCB needs to increase the take-up of services, what is the target in terms of numbers of clients, increase in income and percentage of profits?</p> <p><b>Response</b> The 3 enquiries relate specifically to one event and shows how just one event can create a certain level of interest for one YCB service alone. However the success of YCB promotional activities as a whole has to be seen in the context of an increasing number of new referrals for the first six months of the year, with 11 new referrals received in Q1 and a further 8 in Q2. In total we have</p>

		<p>received 19 new referrals for a relatively small number of services therefore we would see this as a significant success. In relation to the second part of this question this information is commercially sensitive.</p>
95	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet</p>	<p>1.3 para 1 'YCB has a strategy': what is it, since the information in 1.2 refers only to refreshing promotional materials?</p> <p><b>Response</b> Our strategy is looking at service development and business opportunities for all our care including sheltered housing, telecare, the assist service and Learning/Physical Disability services in YCB. For YCB activities include: update of the YCB website, attendance at local and appropriate national conferences /workshops, sending out promotional material to potentially new referring agencies, tendering for new business; and setting up meetings with potentially new referring agencies and commissioners.</p>
96	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet</p>	<p>What are the 'strong values of the Barnet Group'?</p> <p><b>Response</b> The Barnet Group Core Values are: Inspiring Trust, Being Proud, Respecting Individuals, One Team, One Outcome, and Taking Ownership</p>
97	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet</p>	<p>'YCB restructured the management ...and responded to changes in the way Support Services were commissioned': this appears to indicate three actions, so what was the nature of the restructuring, what were the changes in the way Barnet Council commissioned services and what were the responses to those changes?</p> <p><b>Response</b> The three changes resulted from the change in commissioning from a block contract to individually commissioned care packages and were:</p> <ul style="list-style-type: none"> <li>• Restructuring and aligning the management team across two community services and supported living.</li> <li>• Changing the structure of Support workers and Assistant support workers in Supported Living.</li> <li>• Changing the management structure and night staffing arrangements at Valley Way.</li> </ul>
98	<p>Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your</p>	<p>1.3 para2. Is 250 the same, or more than or fewer than the number of people who used adult social care services when they were run directly by Barnet Council?</p> <p><b>Response</b> This information is not readily available; Officers will obtain the</p>

	Choice Barnet	data and reply separately.
99	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	3.2 PI 3. Who raises the alerts in this category?  <b><u>Response</u></b> Staff, relatives or service users can raise safeguarding alerts.
100	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	3.2 PI 6. How does '19 hours decreased' relate to '25 people' and if the target has not been met, why is this 'green'?  <b><u>Response</u></b> The 19 hours decreased does not relate to the 25 people which is the annual target. The intention for this target is that 25 people would develop increased independence and as a result require a lower level of input from social care. The main emphasis of the target is about promoting independence. The results so far indicate that people are achieving this.
101	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	3.2 PI 7. How does '12 hours increased' relate to the 3 people moved on, i.e. has each of the three required an increase of 4 hours care or is there no correlation?  <b><u>Response</u></b> 12 hours of increased care relates to people being given more care hours as a result of increased levels of eligible care needs.
102	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	3.2 PI 11. Why is the target for use of agency staff higher than for the previous quarter, and why is the outturn for this quarter above even that target?  <b><u>Response</u></b> The target has not changed, however, the outturn for Q2 is higher than Q1 because YCB are still going through a restructure and in the process of recruiting to permanent staff.  Because YCB has commenced and is still going through a restructure this has meant holding on recruiting to vacant posts so that those at risk of redundancy have had an opportunity to apply for other roles within other services.  YCB have a robust process in place to ensure a high quality of agency staff. A variety of agencies are used. Staff are monitored and supervised by permanent staff and managers to ensure a high standard care to all YCB service users.
103	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance,	3.2 PI 12. What is LBB's and YCB's policy on the use of sessional workers, given that zero-hours contracts are widely seen as exploitative?  <b><u>Response</u></b>

	Appendix 6 - Your Choice Barnet	<p>LBB's position is that for directly employed staff (not for 3<sup>rd</sup> parties such as YCB), there are policies setting our guidance for the use of agency and casual workers. Neither of these mentions sessional workers. The Council uses the services of casual workers on the basis of "mutuality of obligation" but does not employ workers on zero hours based contracts.</p> <p>YCB - There will always be a requirement for sessional staff as the demand and utilisation levels of YCB services fluctuates during the year. For Q3 YCB is reporting a utilisation level of 10% which is well below the maximum limit for this performance indicator. YCB ensures that it fully complies within the law for all salaried staff and agency staff.</p>
104	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	<p>3.2 PI 12. Why is the target for sessional staff higher than for the previous quarter?</p> <p><b>Response</b> The target has not changed, 12% refers to the previous outturn not target.</p> <p>There will always be a fluctuating in demand and utilisation levels for YCB services. For Q3 YCB is reporting a utilisation level of 10% which is well below the maximum limit for this performance indicator.</p>
105	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	<p>3.2 PI 21. Where is the YCB Annual Report available?</p> <p><b>Response</b> The YCB Annual Report is available on request from YCB.</p>
106	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	<p>3.2 PI 21 What number and what percentage of service users and carers were involved in service design, and in what way were they involved?</p> <p><b>Response</b> The number will fluctuate depending on the nature of the service. The type of engagement activities are detailed below:</p> <p>Each YCB service holds its own carer / service user meetings. All relatives are invited to attend and have an input in the agenda prior to the meeting. Service users/carers have a say in the way the service is provided at care plan review meetings. Questionnaires are sent out to all relatives prior to the meeting to ask for their views on the quality of care provided. YCB will conduct a customer satisfaction survey at the end of the financial year to ask for service users / relatives' views of their service and how they would like to see it improved for the future.</p>

107	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	3.2 PI 21 Does the YCB Annual Report acknowledge the complaints of service users and carers who were not involved or were not happy with the level of involvement they were allowed? Are the Chair and members of this committee aware of those complaints and as a monitoring committee what action will they take?  <b><u>Response</u></b> The 2012/13 report provided a summary of complaints as requested. The 2013/14 YCB Annual Report will also provide a summary analysis.
108	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	YCB PI 22 Target: the wording implies that the council would like 20 new referrals annually, in which case why is an outcome of 2 rated green? Is it more accurate to state 'no more than 20 people annually'?  <b><u>Response</u></b> The figure 2 relates just to quarter 2. The cumulative figure (Q1 and Q2) is 7 and by the year end the target is expected to be met, hence the Green rating.
109	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	YCB PI 23 Target: again, if the target of 12 is the desired number, why is a 50% achievement seen as good?  <b><u>Response</u></b> The figure 6 relates just to quarter 2. The cumulative figure (Q1 and Q2) is 12 and by the year end the target is expected to be exceeded, hence the Green rating.
110	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	YCB PI 27 Would there be sufficient staff to provide quality care if the vacancy rate were reduced to the target?  <b><u>Response</u></b> Yes there is sufficient staff to provide quality care; all utilisation rates have improved.
111	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	YCB PI 27 How does the vacancy rate compare to that when the service was run in-house?  <b><u>Response</u></b> This information is not readily available; Officers will obtain the data and reply separately.
112	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	YCB PI 27 What are the reasons for the high vacancy rate?  <b><u>Response</u></b> Users of Valley Way respite services choose when they want to use the service with a preference for weekend respite; the vacancies therefore relate to when people don't want to use the service. YCB has commenced increased promotional activities for this service including incentivising weekday respite and it is hoped that the void rates will reduce in time. However, the void

		rates are only a reflection of overnight stays, Valley Way has started to provide a day outreach service to new service users.
113	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	YCB PI 28 Column 4: '2012/13-Yes' is not a range of dates, so what is the date that should be there instead of 'Yes'?  <b>Response</b> This relates to a financial year: 1 April 2012 to 31 March 2013.
114	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	YCB PI 28 What does the contingency plan cover, and what is it?  <b>Response</b> The contingency plans include emergency response and guidance to staff in the case of any foreseeable emergency at the service including:  <ul style="list-style-type: none"> <li>• Premises</li> <li>• Staffing</li> <li>• Service Delivery</li> <li>• IT / Telephone/ Utilities</li> </ul>
115	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	3.3 PI 5 The table states that 2.1% of YCB users 'use a Direct Payment, or a Pre-Paid Card or an Individual Service Fund', so how do the other 97.9% pay?  <b>Response</b> The remainder of the service users choose to have their care paid for by the Council to YCB (known as a council-managed personal budget).
116	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	3.3 PI 5 'The YCB % of DPs is low compared to the total group of LD service users known to the Council where some 40% take a DP and Transitions (mostly LD) where 82% take a DP.' What does LD stand for, what are Transitions, and what is the total number of YCB users?  <b>Response</b> "LD" stands for Learning Disabilities. "Transition" stands for people moving from children's services to adult care services. The total number of YCB users is approximately 250.
117	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	3.3 PI 5 'More investigation will take place by YCB to understand how this position can be improved.' Why is it important to YCB that a higher percentage of service users are on DP?  <b>Response</b> Prior to YCB, individuals did not have the choice as to take-up of DPs. This changed since YCB was set up. In partnership with the Council, YCB will work to understand the underlying reasons for the 2.1% in order to ensure individuals continue to have choice

		and control.
118	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	3.3 PI 5 Which is more important to YCB: how many people use its services or how people using the services pay, and why?  <b><u>Response</u></b> It is more important that services are fully used and deliver good outcomes to services users.
119	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	PI 6. It has been reported that social workers have been directed to reduce the expenditure in the learning disabilities service, i.e. to save money on the budget: can the Chair confidently deny this? If not, can the Chair state the amount of 'savings' each social worker has been instructed to make?  <b><u>Response</u></b> All Social Workers (SWs), Access & Enablement Officers and Occupational Therapists have personal objectives as part of their Annual Performance Appraisal. These cover quality, activity levels, professional development, safeguarding and in the case of the Learning Disability (LD) service which has significant financial pressures, SWs have been asked to address value for money and make an individual contribution to the savings required by the whole service. This is an indicative target and in most instances LD savings are being achieved by supporting people to move from high cost residential placements to locally-based supported living and by reviewing individual support plans and ensuring providers are focussing support on identified outcomes.
120	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	PI 11 It has been reported that the 'impact of the restructure' was that permanent support workers left their posts because they were going to be demoted to and paid at assistant levels. Can the Chair confidently deny this? If so, can the Chair explain the number of resignations?  <b><u>Response</u></b> There was no automatic demotion. Those staff who were not successful with the Support Worker recruitment have been offered the Assistant Support Worker posts. However some staff chose to take voluntary redundancy.
121	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	PI 11 How many permanent Support Workers remain and how many new permanent Assistant Support Workers have been appointed?  <b><u>Response</u></b> 8 support workers remain. YCB are in the process of recruiting to the Assistant Support Worker posts.

122	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	4.1–4.32 Why are resources and value for money not applicable to YCB?  <b><u>Response</u></b> The reporting template used for YCB focuses on activity and quality. Resources and VFM for YCB are monitored as part of the overall Barnet Group via the corporate quarterly reporting process. Consideration will be given to including this element in the template going forward.
123	Ms Barbara Jacobson Item No.6; Quarter 2 2013/14 Performance, Appendix 6 - Your Choice Barnet	5.3 Risk commentary 1: What is ‘the process for promoting and developing new business opportunities’?  <b><u>Response</u></b> Our strategy is looking at service development and business opportunities for all our care including sheltered housing, telecare, the assist service and Learning/Physical Disability services in YCB. For YCB activities include: update of the YCB website, attendance at local and appropriate national conferences /workshops, sending out promotional material to potentially new referring agencies, tendering for new business; and setting up meetings with potentially new referring agencies and commissioners.
124	Ms Barbara Jacobson Item No.7; HB Public Law – Full Year Performance Report	9.19.5 If working effectively ‘without partners’ is a KPI for Capita, would their decision not to work with HBPL render them liable to a penalty? If not, why not? What is the precise wording in the contract about this KPI?  <b><u>Response</u></b>  The comment is trying to convey the importance that HBPLaw works with the Council’s partners where appropriate in order that the Council and Harrow maximises the benefit of the shared service arrangements. It is not KPI as such but a measure of success.
125	Ms Barbara Jacobson Item No.7; HB Public Law – Full Year Performance Report	9.19.5 What is the precise wording in the contract about this KPI?  <b><u>Response</u></b> No KPI as such, so no wording is provided.
126	Ms Barbara Jacobson Item No.7; HB Public Law – Full Year Performance Report	9.19.5 What other Barnet ‘partners’ should Capita ‘work effectively with’?  <b><u>Response</u></b> The intention is that HBPLaw work with other partners of the Council.

127	Ms Barbara Jacobson Item No.7; HB Public Law – Full Year Performance Report	<p>Appendix 3 3.1 Risk commentary: Will the Chair confirm that the need to remain within the budget will not be enforced at the expense of necessary legal safeguards and advice?</p> <p><b><u>Response</u></b> The intention is to ensure close monitoring of the budgets and to make the budget holders aware of costs to prevent unnecessary waste or duplication. It is not intended to stop the provision of essential legal support and advice.</p>
128	Ms Barbara Jacobson Item No.8; External Contracts – Management Resources	<p>9.2–9.11 The jobs outlined here are all new and required because of outsourcing. Can the Chair therefore confirm how many jobs this is in total and that none of these jobs would have been required or created if the services had remained in-house, and state the additional cost of these jobs as compared to an in-house structure?</p> <p><b><u>Response</u></b> This structure contains 13 new roles, including the new Commercial &amp; Customer Services Director. They have been created as a result of the Council’s new Commissioning structure and as such there is no comparison with the Council’s previous structure.</p> <p>The overall cost of running all these services on an outsourced basis is considerably cheaper than running them on the previous in-house model. The business case for NSCSO included the costs of the client function.</p>
129	Ms Barbara Jacobson Item No.8; External Contracts – Management Resources	<p>9.2–9.11 How many of these jobs have been filled by existing staff? How many have been filled by Barnet residents?</p> <p><b><u>Response</u></b> As of 9 January 2014, only the role of Head of Customer Strategy and Programmes has been filled and this was filled by an existing member of staff who is also a Barnet resident</p>
130	Ms Barbara Jacobson Item No.8; External Contracts – Management Resources	<p>9.9 ‘The role of Head of Customer Strategy &amp; Programmes will be central in leading on developing the Council’s relationship with our residents’: What does the Chair think that relationship is at present, in what way will it be developed, and towards what end?</p> <p><b><u>Response</u></b> One of the Council’s priority outcomes of the Corporate Plan is to improve satisfaction of residents. Residents’ overall satisfaction with Barnet Council has risen to an all-time high of 74 per cent according to the latest Residents’ Perception Survey. This is a rise of 11 per cent in the past year.</p> <p>Satisfaction with the council is now well above the London</p>

		<p>average. The council saw ratings for most of its services rise, suggesting the majority of residents have a positive relationship with the council. However there are still areas for improvement and it is a corporate priority to strengthen the ways in which the council engages with residents, through customer services, communication, consultation and transparency. It is vital that residents have access to the information they need about what the council can offer, but also, about the limitations of public money and the impact this will have over the next six years.</p> <p>CSG are delivering substantial improvements in customer access and customer services, focussing on increasing first contact resolution and customer satisfaction. The new Head of Customer Strategy &amp; Programmes will work with partners and officers from across the council reviewing ways we engage with and serve residents to identify improvements that are needed and ensure they are addressed and make a measurable difference to satisfaction levels.</p>
131	Ms Barbara Jacobson Item No.8; External Contracts – Management Resources	<p>9.9 ‘... policy lead for the Council’s customer strategies to ensure that service developments are delivered’: What does this mean in plain English?</p> <p><b><u>Response</u></b></p> <p>The role is about developing appropriate strategies for others to deliver. That is to develop with colleagues from capita and across the council plans and approaches to improve customer service delivery.</p>
132	Ms Barbara Jacobson Item No.8; External Contracts – Management Resources	<p>9.9 ‘... they maximise the benefits to customers as well as ensuring the Council achieves effective outcomes for the residents of Barnet’: Presumably, Barnet residents are customers, and maximized benefits would be effective outcomes, so what is the difference between ‘maximise benefits to customers’ and ‘achieve effective outcomes for Barnet residents’? and if there is no difference, will the Chair agree that such verbosity serves no real purpose and is detrimental to clear communication?</p> <p><b><u>Response</u></b></p> <p>Not all residents are customers and not all customers are residents. The sentence is trying to convey that we are looking to improve customer services for the times that individuals need to access services and at the same time ensure that we get the best outcomes for all residents though a reduction in costs.</p>

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