



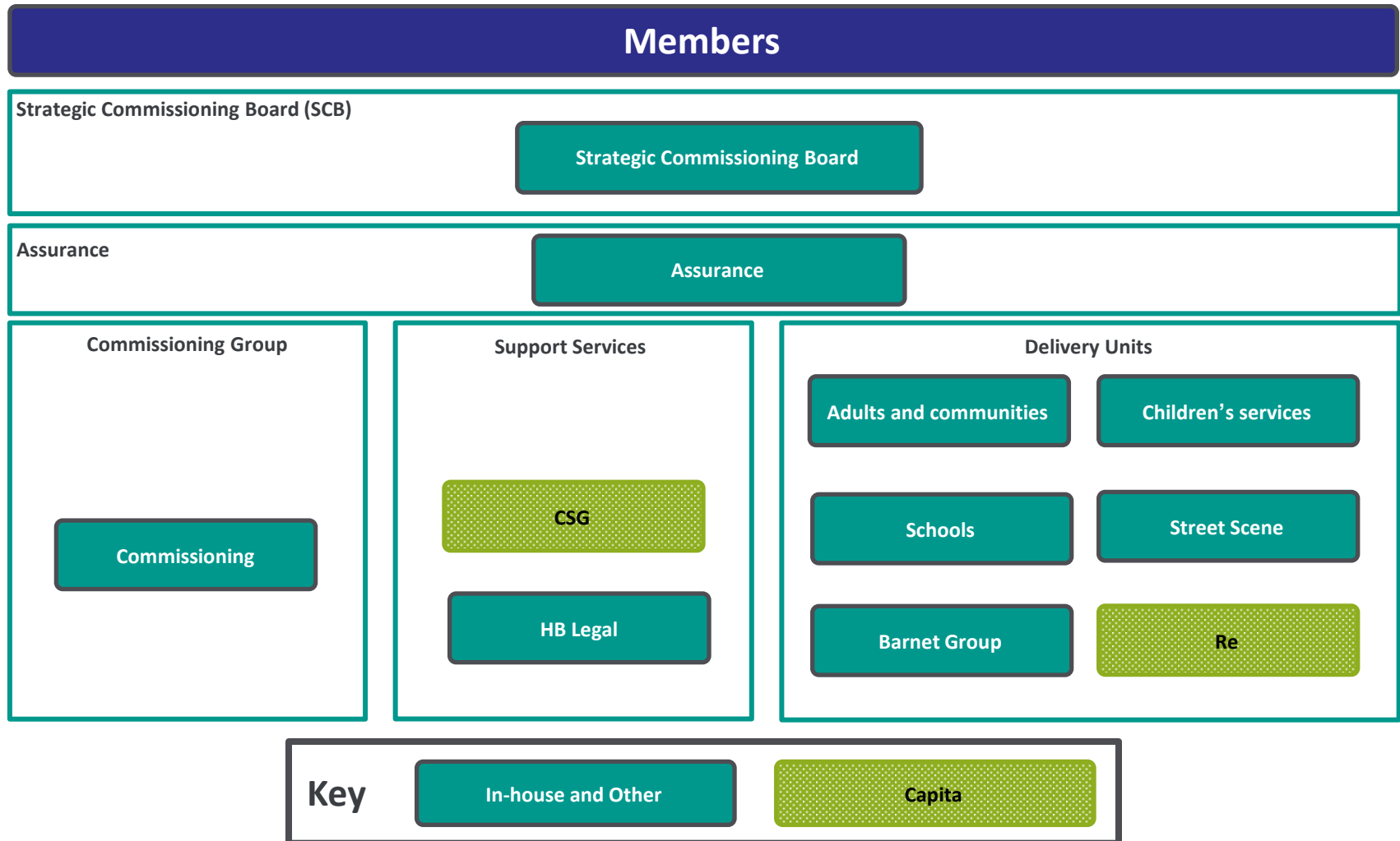
# Overview and Scrutiny

9<sup>th</sup> October 2013



# **CSG and Re Governance**

# New operating model - Commissioning Council ...



# Effective governance arrangements in place for each contract

- Two contract boards for each contract:

## CSG

- **Quarterly strategic board** chaired by Andrew Travers, with Capita Deputy CEO
- **Monthly Operations Board** chaired by Chris Naylor

## RE

- **Quarterly strategic board** chaired by Pam Wharfe
- **Monthly Operations Board** chaired by Claire Symonds

## Separately

**JV Company**

**Meets every 6 weeks**

**LBB members:**

**Andrew Travers & the Leader**

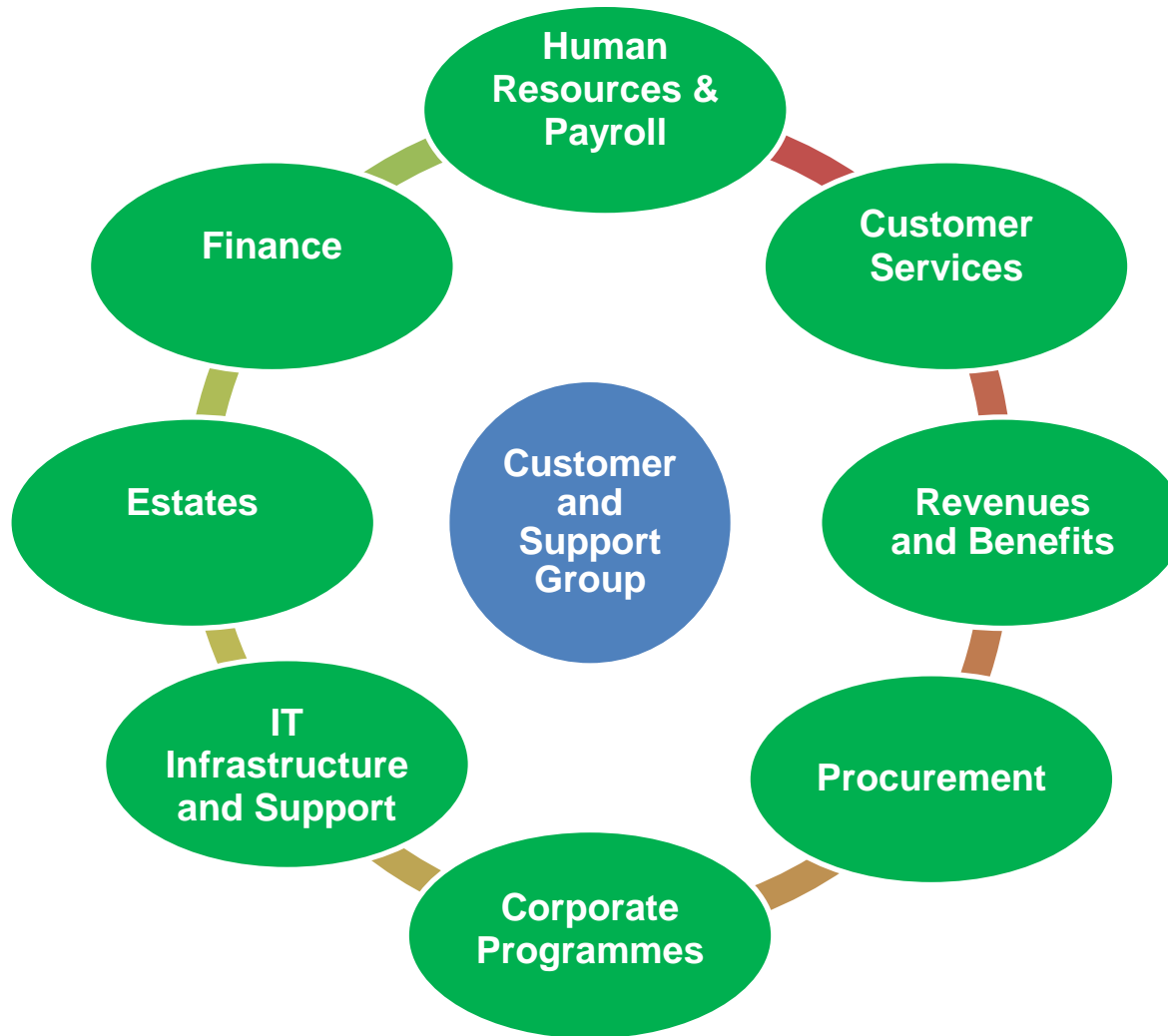
- **Dedicated Partnership Manager** and supporting team overseeing fees, performance, compliance, projects and change control
- **Lead commissioners and service experts** in place in the council
- **The constitution and delegated powers** govern how service decisions are made
- Quarterly performance reported to **CRC & Contract Monitoring OSC**
- **Day to day queries** from members:

	CSG	RE
SERVICE ENQUIRY	Anna Earnshaw, Capita	Ian Tompkinson, Capita
POLICY/STRATEGY	John Hooton, LBB	Cath Shaw and Declan Hoare, LBB
PERFORMANCE	Kari Manovitch, LBB	Kari Manovitch, LBB

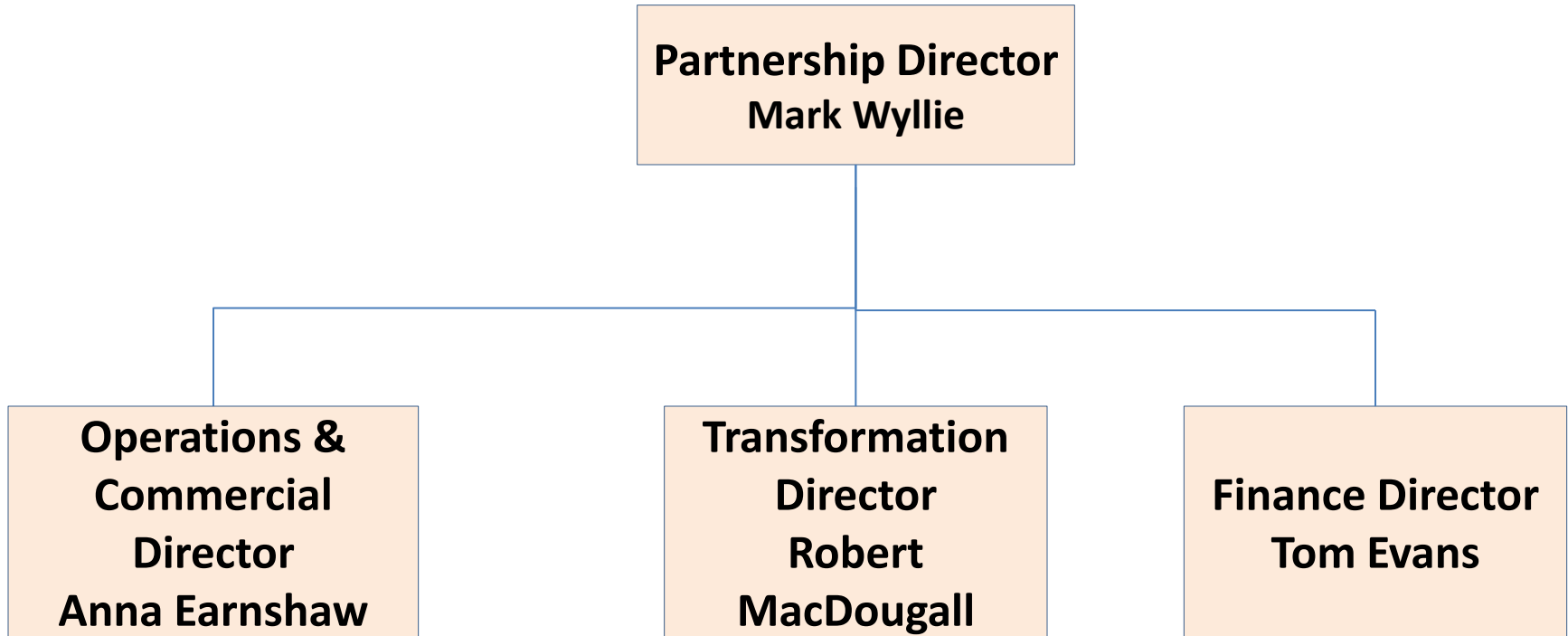


# CSG Overview

# Scope of the CSG Partnership



# CSG Partnership Management Team



# What's different about this partnership?

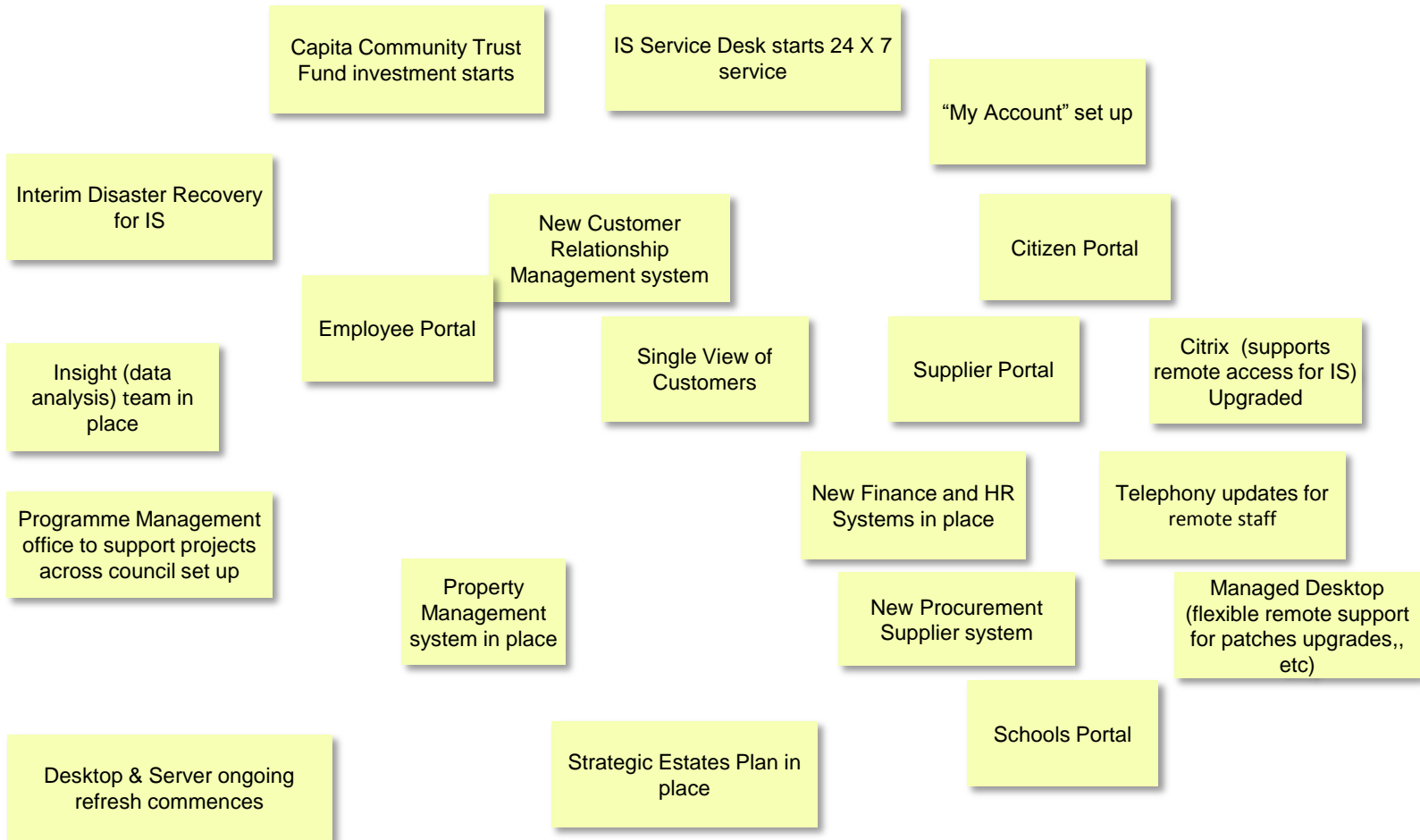
- New relationship with the resident
- Resident knowledge drives services
- Relentless drive for efficiency
- Supports commissioning



# The partnership will...

- Invest £16 million pounds into transformation
- Invest in a Community Trust Fund to help local businesses and third sector providers
- Facilitate the creation of 500 work placements and Apprenticeships over the contract term as part of its procurement activities

# CSG Commitments (short term)



September 2013

September 2014

# CSG Progress Update

- All staff and services now transitioned whilst maintaining service levels
- Governance structures and processes are in place
- Design and implementation of new systems and processes has commenced



# Re Overview

# The Key Features of the Re Joint Venture

- Creation of a new ***Joint Venture Company*** between Barnet and Capita based in the borough for the duration of the contract;
- ***Guaranteed cost saving to the Council of £39 million*** through the delivery of Re services;
- ***Ability to generate significant growth in income*** through trading services externally with the Council entitled to a share of all new income generated;
- ***Invest £19.4m*** on business development and partnership growth activities;
- ***More than 60 business cases in the Commercial Development Plan*** which will introduce new, income generating services in the first 2 years of the contract;

# The Key Features of the Re Joint Venture

- Focus on **improving Barnet** as a place to live and work with Super KPIs focused upon achieving strategic outcomes;
- **Investment of a guaranteed £15.9m** in people processes and technology to improve service delivery, in particular the customer experience;
- **Significant investment** in training for staff to improve service delivery while providing career development opportunities for all;
- Strict performance management regime in place with **clearly defined KPIs for all services and financial penalties** specified for non-achievement;
- Provision of a **dedicated Member Liaison Service** to give additional support to Members and proactively provide information to enable more effective community engagement.

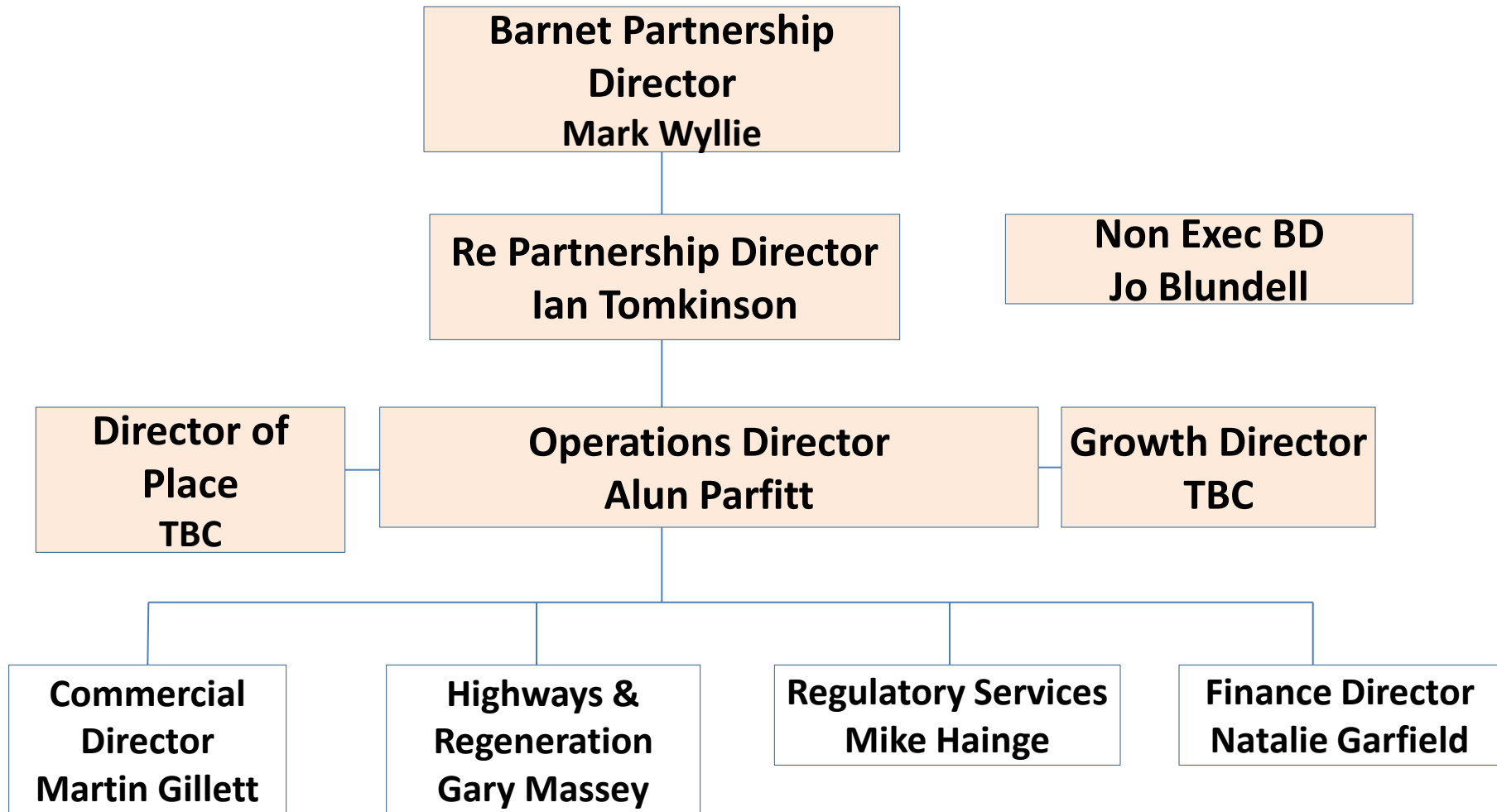
# Member Liaison Service

The key features of the Member Liaison Service are:

- An additional point of contact for Members introduced to work alongside your existing contacts;
- All Member queries logged and managed to ensure a full response is provided quicker;
- Statistics provided on a monthly basis to ensure the service meets your requirements;
- Regular updates on issues that are important to Members and the communities they represent (e.g. progress of planning applications, highways services etc);
- Increased opportunities to engage with Re services and shape future service delivery.



# Re Partnership Management Team





# Joining Up and Focusing Upon Outcomes



# Regeneration Service Vision



# Re Commitments (short term)

Full Customer Access  
Strategy and Dedicated Re  
Team

Life Event Based Customer  
Contact Management  
Processes

Over 60 Business  
Cases to increase  
service income

Professional  
Accreditation for  
Customer Service

Barnet Observatory to  
provide insight and  
analysis (in partnership  
with Middlesex University)

Investors in  
People  
Accreditation  
for JVco

New natural  
burial site

Highways Asset  
Management Plan

Insight (data  
analysis) team  
in place

Investment scenarios  
for HRA Business Plan

Hendon Cemetery  
Refurbishment

Improved supervision of  
utilities works in  
highways (to generate  
revenue)

ISO 9001  
Accreditation  
for JVco

Green Flag Status and  
Charter for the Bereaved  
(Hendon Cemetery and  
Crematorium)

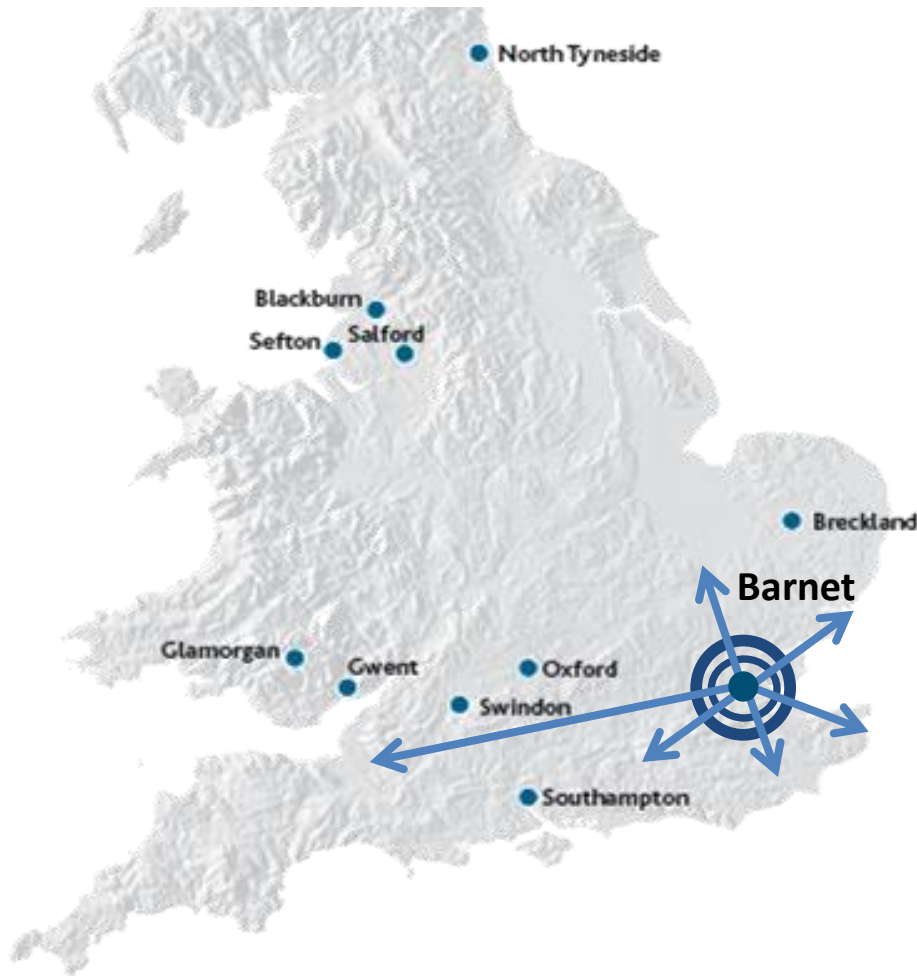
Mobile Working  
Introduced

Member Liaison  
Service

Barnet Revolving Fund  
to maximise funding  
levels from available  
streams (e.g. CIL, NNDR  
etc)

Increased training  
for all staff –  
minimum 5 days per  
year

# Our Growth Aim



*The Joint Venture will provide a regional platform to deliver Re services throughout the south east.*

Through additional capacity, investment and training to develop and reinforce the existing Council team.

We will:

- Create a thriving, growing business
- Create a consultancy base
- Win and deliver work for other LAs from here in Barnet

# Service Specific Growth/Income Initiatives

## Highways

- Increased supervision of utilities
- Material Testing
- Create a traded service to provide consultancy to other Authorities
- Road Safety Service
- Green Travel Plans (chargeable to Developers)

## Environmental Health & Trading Standards

- Create a traded service to provide consultancy
- Primary Authority service
- Training courses for businesses
- Bureau service for licensing and permit applications

## Hendon Cemetery

- Refurbishment of Hendon Cemetery
- Additional site development proposals
- Flower services
- Video streaming services
- Extended opening hours
- Cafe and catering services

## Regeneration

- More resources to deliver key regeneration projects
- Identifying and developing new regeneration projects
- Working closely with businesses to ensure a joined up approach
- Helping town centre regeneration

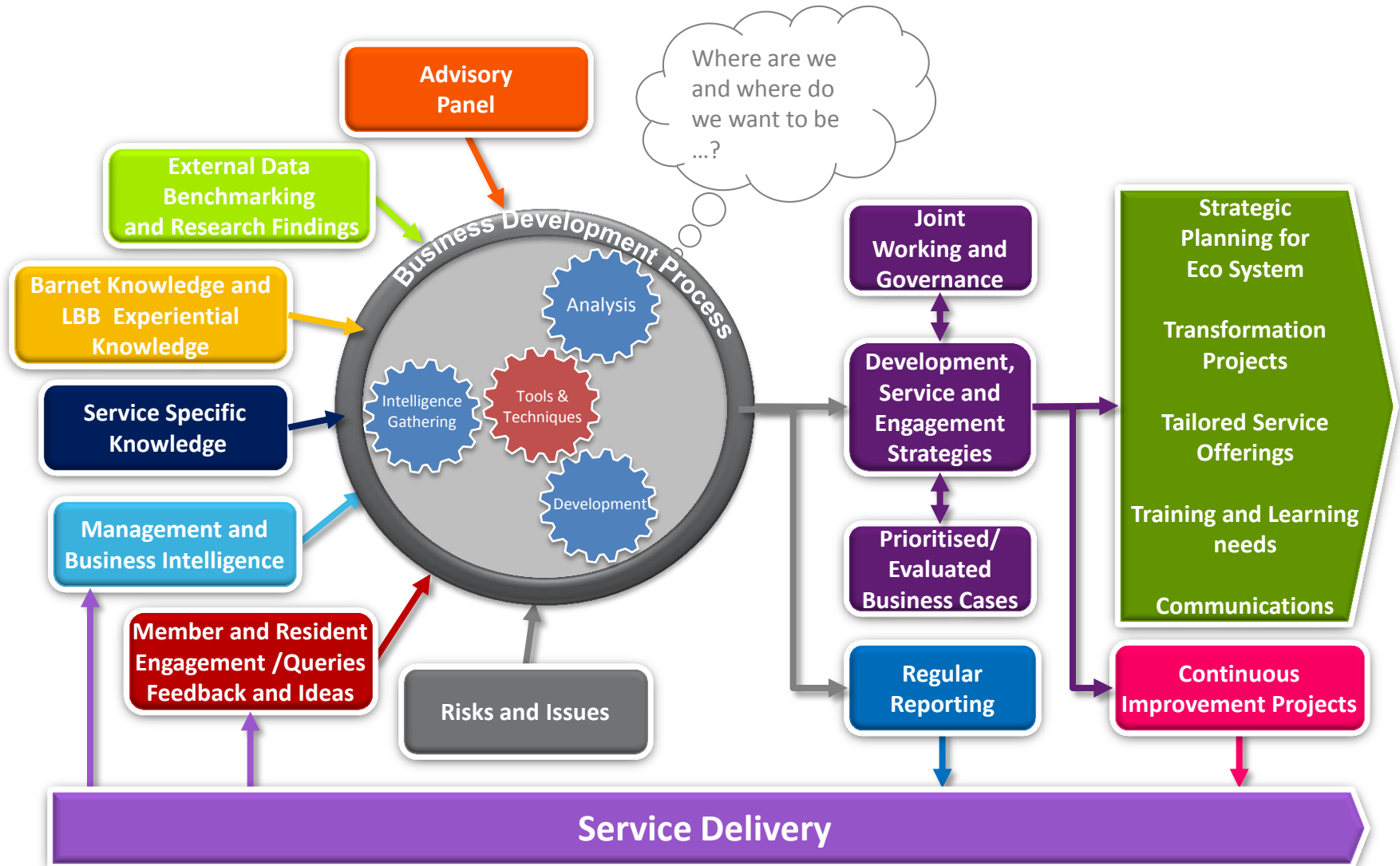
## Planning & Building Control

- Extend the land charges service
- Approved inspector
- Create a traded service to provide consultancy
- Health and safety services for buildings



# **Consistency Across CSG and Re**

# Residents at the core - Insight



# Consistency across CSG and Re

There are a number of benefits of both contracts being led by Capita, especially in the areas of:

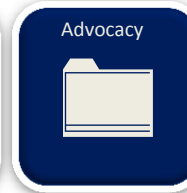
- Customer services – will be run as one integrated operation
- IT
  - Consistency in the design of new IT solutions
  - Use of common standards, e.g. security, architecture
  - Efficiencies in the management and support of IT
- Benefits realisation
- Service design – common approach





**How will it feel for Residents  
and Members?**

# What will it feel like for our Customers.....



## Today's challenges

- ◆ The council can be hard to navigate
- ◆ I get passed from pillar to post
- ◆ It's hard to find information
- ◆ Why can't I do more online?
- ◆ I would like the council to do more to link me to services and community groups
- ◆ Why do I have to repeat information so many times?

## What will be different?

When I contact the council I feel like **the advisor owns my problem**. They find the right people to help, the information I need and my query gets resolved every time

The council knows who I am and my history. I **no longer have to repeat information**.

Whether I contact the council by web, phone or face to face I get the same high quality service, responsiveness and outcome

The council have finally caught up with retail, I **can do so much more online** which is faster and I can do it at any time of day

The new Amazon style accounts are great - The council understand my needs and proactively tell me things before I ask

The council has been brilliant at **linking me to community groups, information sources**, advice and support to help my mother live a better life

The council has so **many more places where I can go for help and advice** and the community advisor service has helped my father get the same help in his home

## Enabling Solutions

Advisors are trained advocates

Knowledgebase

CRM Single View of Customers

System integration and common data

Improved multi channel access

All channels & Services use the same information

Website

Electronic forms

Automation

Push and Pull information

Citizen accounts

Push and Pull information

"people who viewed this also bought..."

Signposting

EcoSystem

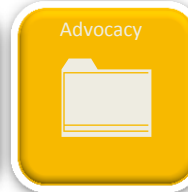
Community Trust fund

Existing & new Neighbour hubs

Community & 3<sup>rd</sup> sector advisors

Key Performance Indicators ensure quality and standards of customer care

# What will it feel like for Members.....



## Today's challenges

- ◆ *I would like more information about my ward and constituents and what matters to them*
- ◆ *I only hear about council Services when it's a complaint*
- ◆ *I need better information*
- ◆ *I need IT to work*
- ◆ *I want better services in the right places & times*

## What will be different

The new **Insight function** is helping me **understand more about my ward and the borough** and how to serve their needs better

The members information service helps me **understand problems and find solutions** before complaints happen

There is a single view of our customers and their interactions and a Customer Advisor will work with residents until their case is resolved

The Estate strategy developed with Capita to inform where the council and its partners should have buildings and property interests

I feel that we are getting better value for money from services and our assets now that we know what we have and we **are using assets more effectively**

**I can work more effectively** now I have modern technology that supports mobile working and 24 x 7 remote IT support

Understanding the way that the council and it's various sector partners work to create apprenticeships and work placements is helping me in my role as community leader

## Enabling Solutions

Insight capability and tools

Data

Members Info service

Complaints systems

Customer Advisors act as customer champions

Estates Strategy

Consultation and Co-design

Strategic Asset Plan

Refreshed and modernised IT

Out of hours service

Members service

Public/Third/Private Sector relationship approach

Regeneration And Life Opportunities

Key Performance Indicators ensure quality and standards of customer care