

Review of Capita contracts

19 December 2018 – 15 February 2019

Questionnaire

Please complete using block capitals.
It is important that you read the accompanying instructions

Introduction

In December, the Policy and Resources Committee authorised the council to begin a public consultation on the review of its two major contracts with Capita.

The first contract, known as the CSG (Customer and Support Group) contract, is for the delivery of the council's "back office" functions, including finance, human resources, customer services and information technology.

The second, known as the RE (Regional Enterprise) contract, relates to the provision of development and regulatory services. These include planning, regeneration, highways, environmental health and cemeteries/crematorium.

The contracts started in 2013 and are both due to run for 10 years.

The council regularly reviews its service delivery arrangements, in line with its commitment to ensuring that they are as effective and efficient as possible. In line with that approach, the council is carrying out a phased review of all of the services that are provided through the contracts, to consider the most appropriate delivery arrangements for each service in the future. This may result in services being delivered in the future by the council, by Capita or by another provider.

For more information on our detailed plans, please take the time to read the enclosed consultation document, and then complete this questionnaire.

How to complete this survey

We have tried to make this questionnaire as easy as possible to complete.

Many of the questions have a range of options for you to choose from. Please choose the option closest to your opinion and tick the relevant box or boxes.

We really value your views. The questionnaire will take approximately 10 minutes to complete.

Thank you for your co-operation – your participation in this questionnaire is greatly appreciated.

Confidentiality

The council does not collect personal information in this questionnaire, which means the information you provide is anonymous. We do not ask for your name, address, email address, telephone number, full post code or any other information that would allow us to identify you. The information you choose to give us in the equalities questions is also anonymous, so we cannot identify you from it.

Since the data we collect is anonymous, it is not considered to be personal data under data protection legislation (such as the General Data Protection Regulation or the Data Protection Act 2018).

If you have any questions about this statement please email first.contact@barnet.gov.uk.

Section 1: Aims of the contract review

In developing the Strategic Outline Case, officers were guided by three key aims, which were also agreed by the Policy and Resources Committee on 19th July 2018. It is proposed that the options for each service should be evaluated against these aims, which are to:

- a) Deliver high quality services;
- b) Secure best value for money for Barnet's residents; and
- c) Strengthen the council's strategic control of services.

In assessing each service against the three aims identified above, the council would consider the following factors:

For the high-quality services aim:

- Performance of CSG and RE against key performance indicators in the contract
- Customer satisfaction data (where available)
- Which provider is best placed to improve performance in that service area, if required

For the value for money aim:

- The one-off costs of implementing any change
- The impact of any change on future running costs
- The extent to which the cost of making any change is affordable, in the context of the council's wider budget challenges

For the strategic control aim:

- The role of the service in developing and delivering the council's strategic direction
- The requirement for the service to respond rapidly to evolving priorities and circumstances
- The extent to which the service is based on standard processes across different councils

1. To what extent do you agree or disagree with each of the three aims that have been identified as the basis on which the future delivery arrangements for each service should be assessed? (Please tick one option on each row)

Aims	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Not sure/ Don't know
Deliver high quality services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Secure best value for money for Barnet's residents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengthen the council's strategic control of services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, to what extent do you agree or disagree that these aims should be the basis on which the future delivery arrangements for each service should be assessed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. If you disagree with any of our aims, or that they should be the basis on which future delivery arrangements should be assessed, please state why: (Please write in your answer)

3. If you feel we should have any additional aims, or there are other factors that should be considered, please state what these should be and why: (Please write in your answer)

Section 2: Phasing of the review

The report to Policy and Resources Committee proposed that services be reviewed in the following order of priority:

Phase 1: Finance (budgeting, accounting and financial control) and strategic Human Resources (advice and support to the council on people management issues)

These services have been prioritised in light of the recent performance issues, and because the process of insourcing services requires the council to have access to appropriate HR and finance resource. On 11th December 2018, the Policy and Resources Committee agreed that, subject to the outcome of consultation, these services should be returned to the council as a matter of priority. The implementation of this proposal will be reviewed in the light of the responses to this consultation.

Phase 2: Highways and Regeneration (supporting growth and development in the borough)

It is proposed that the next phase of the review should cover these services, due to ongoing concerns regarding performance and financial control issues, as well as the strategic importance of these services.

Phase 3: Barnet-based, customised services

It is proposed that the third phase of the review will cover services that are local to Barnet, and do not align with Capita's strategic direction of travel. This includes:

- Estates (managing the council's land and buildings)
- Social Care Direct (first point of contact for social care services)
- Safety, Health and Wellbeing (advising the council on health and safety matters and staff welfare)
- Strategic planning (planning policy, major developments and infrastructure planning, heritage services)
- Cemetery and Crematorium
- Procurement (advice and support to the council on buying goods and services)

Phase 4: Volume transactional services

It is proposed that the final phase will be high volume transactional services, many of which are based outside of Barnet. These will be considered alongside the Year 7 contract reviews of CSG and RE, beginning from September 2019, and will include:

- Revenues and benefits (council tax and non-domestic rates billing and collection; housing benefits)
- Customer services (first point of contact for the public across all services, other than social care)
- Information Services (provision of IT systems and hardware to the council)
- Planning (planning applications and planning enforcement) and regulatory services (building control, land charges, trading standards, licensing and environmental health)
- Payroll and Pensions Administration

The phases are currently just what is proposed and it may be that circumstances (including, but not limited to, your consultation responses) mean that they are changed as the review progresses.

4. To what extent do you agree or disagree with the proposed order of services that are being prioritised in each phase? (Please tick one option on each row)

Phases	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Not sure/ Don't know
Phase 1 (Finance and Strategic HR)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Phase 2 (Highways and Regeneration)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Phase 3 (Barnet-based, customised services)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Phase 4 (volume, transactional services)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, to what extent do you agree or disagree with the proposed phasing of the review?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. If you disagree with the order of any of the proposed phases, please state which services you think should be given higher or lower priority and why: (Please write in your answer)

Section 3: Additional information to support the council's assessment of service delivery options

To inform the council's assessment of service performance, we are keen to hear about your experience of using the services that are provided through the two contracts.

6. If you, your family or your business have had direct experience of using any of the following services, please rate the quality of that service(s) overall: (Please tick one option on each row)

Council internal support services	Excellent	Good	Acceptable	Poor	Very poor	Not sure/ Don't know	I have not used this service
Finance and accounting	<input type="checkbox"/>						
Invoice processing (payments to suppliers)	<input type="checkbox"/>						
Estates (property services, building services, facilities management, printing)	<input type="checkbox"/>						
Strategic HR	<input type="checkbox"/>						
Safety, Health and Wellbeing	<input type="checkbox"/>						
Payroll	<input type="checkbox"/>						
Pensions administration	<input type="checkbox"/>						
IT	<input type="checkbox"/>						
Procurement	<input type="checkbox"/>						
Strategic Planning	<input type="checkbox"/>						
Regeneration	<input type="checkbox"/>						

7. If you, your family or your business have had direct experience of using any of the following services, please rate the quality of that service(s) overall: (Please tick one option on each row)

Public-facing services	Excellent	Good	Acceptable	Poor	Very poor	Not sure/ Don't know	I have not used this service
Revenues and benefits	<input type="checkbox"/>						
Customer Services	<input type="checkbox"/>						
Social Care Direct	<input type="checkbox"/>						
Development Control (planning)	<input type="checkbox"/>						
Planning Enforcement	<input type="checkbox"/>						
Highways	<input type="checkbox"/>						
Cemetery and Crematorium	<input type="checkbox"/>						
Building Control	<input type="checkbox"/>						
Land Charges	<input type="checkbox"/>						
Trading Standards	<input type="checkbox"/>						
Licensing	<input type="checkbox"/>						
Environmental Health	<input type="checkbox"/>						

8. If you rated any of the services as 'poor' or 'very poor', please state which service and why: (Please write in your answer)

Section 4: Delivery model

Council services can be outsourced, where they are provided by a partner in:

- the private sector;
- the voluntary or community sector; or
- the public sector, for example by another council.

Alternatively, they can be provided in-house, where they are delivered by staff employed directly by the council.

As stated in Section 2, Barnet council has a longstanding approach to service delivery, based on commissioning services from whichever organisation can deliver them most effectively, i.e. a mixed economy of in-house and outsourced provision, where the most appropriate provider for a particular service is determined on its merits.

9. To what extent do you support or oppose this approach, i.e. a mixed economy of in-house and outsourced provision, where the most appropriate provider for a particular service is determined on its merits? (Please tick one option only)

Strongly support	<input type="checkbox"/>
Tend to support	<input type="checkbox"/>
Neither support nor oppose	<input type="checkbox"/>
Tend to oppose	<input type="checkbox"/>
Strongly oppose	<input type="checkbox"/>
Not sure / don't know	<input type="checkbox"/>

10. If you have any views or preferences on how services should be provided, please write in the space below: (Please write in your answer)

Section 5: Any other comments

11. Are there any other comments you wish to make about the review? (Please write in your answer)

About you – Where you live

When consulting with our residents and service users Barnet Council needs to understand the views of our different communities.

So that we can analyse the findings by different locations in the borough, please can you provide the Barnet ward that you live in.

If you do not know the Barnet ward that you live in you can find it by visiting www.writetothem.com and entering your postcode. You should then see a page like the image below - you will find the name of your ward on the left-hand side of the page under the heading "Your councillors". In this example, the name of the ward is Brunswick Park.

Alternatively, please telephone 020 8359 7016 to find out which ward you live in.

WriteToThem

ENTER POSTCODE CHOOSE REPRESENTATIVE WRITE MESSAGE SEND MESSAGE

Choose your representative

You have several elected representatives at different levels of government.

[Not sure who to contact?](#)

Your councillors

Your 8 Brunswick Park councillors represent you on the Barnet Borough Council. The Borough Council is responsible for local services, including planning, council housing, rubbish collection, local roads, and public paths. Most councillors are not paid a salary, but get a basic allowance for the work they do.

[Roberto Weeden-Sanz](#) (Conservative) [Write to all your councillors](#)

[Kathy Levine](#) (Labour) [Correct a mistake in this list](#)

[Lisa Rutter](#) (Conservative)

Your London Assembly Members

12. Which ward do you live in? (Please write in your answer)

13. Are you responding as: (Please tick one option only)?

A Barnet resident	<input type="checkbox"/>	Go to Q 16
A person working within the London Borough of Barnet area	<input type="checkbox"/>	Go to Q 16
A business based in Barnet	<input type="checkbox"/>	Go to Q 16
Representing a school	<input type="checkbox"/>	See bottom of next page*
Representing a voluntary/community organisation	<input type="checkbox"/>	Go to Q 14
Representing a public-sector organisation	<input type="checkbox"/>	Go to Q 15
Prefer not to say	<input type="checkbox"/>	Go to Q 16
Other (please specify)		

14. Please specify the type of stakeholders or residents your community group or voluntary organisation represents: (Please write in your answer)

15. Please specify the type of public sector organisation you are representing: (Please write in your answer)

***If you are representing a school, a community group, or an organisation you do not need to complete the diversity monitoring questions. Thank you for taking the time to complete this questionnaire.**

About you

The Equality Act 2010 identifies nine protected characteristics: age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation, and requires the council to pay due regard to equalities in eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations between people from different groups. We ask questions about the groups so that we can assess any impact of our services and practices on different groups. The information we collect helps the council to check that our policies and services are fair and accessible.

Collecting this information will help us understand the needs of our different communities and we encourage you to complete the following questions.

All your answers will be treated in confidence and will be stored securely in an anonymous format. All information will be stored in accordance with our responsibilities under the Data Protection Act 1998.

For the purposes of this questionnaire we are asking nine of the protected characteristics included in the Equality Act 2010.

16. In which age group do you fall? (Please tick one option only)

16-17	<input type="checkbox"/>	55-64	<input type="checkbox"/>
18-24	<input type="checkbox"/>	65- 74	<input type="checkbox"/>
25-34	<input type="checkbox"/>	75+	<input type="checkbox"/>
35-44	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>
45-54	<input type="checkbox"/>		

17. Are you: (Please tick one option only)

Male	<input type="checkbox"/>	Go to Q19	Female	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>	Go to Q19
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If you prefer to use your own term please provide it here: (Please write in your answer)
(Go to Q19)

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Females only: Pregnant and on maternity leave

As part of the Equality Act 2010 the council has a statutory requirement to collect information in relation to 'protected characteristics' which includes information on women who are pregnant and on maternity leave. Answering this question will assist us in meeting our legal obligations. It will also help us understand the different needs of our communities.

18. Are you pregnant and/or on maternity leave? (Please tick one option on each row)

	Yes	No	Prefer not to say
I am pregnant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am currently on maternity leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

As part of the Equality Act 2010 the council has a statutory requirement to collect information and pay due regard in relation to 'protected characteristics' which includes gender re assignment. Answering this question will assist us in meeting our legal obligations. It will also help us understand the different needs of our communities.

19. Is your gender identity different to the sex you were assumed to be at birth? (Please tick one option only)

Yes, it's different	No, it's the same	Prefer not to say
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. What is your ethnic origin? (Please tick one option only)

Asian / Asian British		Other ethnic group	
Bangladeshi	<input type="checkbox"/>	Arab	<input type="checkbox"/>
Chinese	<input type="checkbox"/>	Any other ethnic group (✓ AND WRITE BELOW)	<input type="checkbox"/>
Indian	<input type="checkbox"/>	White	
Pakistani	<input type="checkbox"/>	British	<input type="checkbox"/>
Any other Asian background (✓ AND WRITE BELOW)	<input type="checkbox"/>	Greek / Greek Cypriot	<input type="checkbox"/>
Black / African / Caribbean / Black British		Gypsy or Irish Traveller	<input type="checkbox"/>
African	<input type="checkbox"/>	Irish	<input type="checkbox"/>
British	<input type="checkbox"/>	Turkish / Turkish Cypriot	<input type="checkbox"/>
Caribbean	<input type="checkbox"/>	Any other White background (✓ AND WRITE BELOW)	<input type="checkbox"/>
Any other Black / African / Caribbean background (✓ AND WRITE BELOW)	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>
Mixed / Multiple ethnic groups		
White & Asian	<input type="checkbox"/>		
White & Black African	<input type="checkbox"/>		
White & Black Caribbean	<input type="checkbox"/>		
Any other Mixed / Multiple ethnic background (✓ AND WRITE BELOW)	<input type="checkbox"/>		

Disability

The Equality Act 2010 defines disability as ‘a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities’.

In this definition, long- term means more than 12 months and would cover long-term illness such as cancer and HIV or mental health problems.

21. Do you consider that you have a disability as outlined above? (Please tick one option only)

Yes No (Please go to Q22)

If you have answered ‘yes’, please select the definition(s) from the list below that best describes your disability/disabilities:

Hearing (such as deaf, partially deaf or hard of hearing)	<input type="checkbox"/>	Reduced Physical Capacity (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath energy or stamina, asthma, angina or diabetes)	<input type="checkbox"/>
Vision (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)	<input type="checkbox"/>	Severe Disfigurement	<input type="checkbox"/>
		Learning Difficulties (such as dyslexia)	<input type="checkbox"/>
Speech (such as impairments that can cause communication problems)	<input type="checkbox"/>	Mental Illness (substantial and lasting more than a year, such as severe depression or psychoses)	<input type="checkbox"/>
Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	<input type="checkbox"/>	Physical Co-ordination (such as manual dexterity, muscular control, cerebral palsy)	<input type="checkbox"/>
Other disability, please specify			
Prefer not to say <input type="checkbox"/>			

22. What is your marital status? (Please tick one option only)

Single (never married)	<input type="checkbox"/>	Divorced	<input type="checkbox"/>
Married, or in a domestic partnership	<input type="checkbox"/>	Separated	<input type="checkbox"/>
Widowed	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>

23. What is your religion or belief? (Please tick one option only)

Baha'i	<input type="checkbox"/>	Jain	<input type="checkbox"/>
Buddhist	<input type="checkbox"/>	Jewish	<input type="checkbox"/>
Christian	<input type="checkbox"/>	Muslim	<input type="checkbox"/>
Hindu	<input type="checkbox"/>	Sikh	<input type="checkbox"/>
Humanist	<input type="checkbox"/>	No Religion	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>	Other religion/belief (Please specify)	<input type="checkbox"/>

24. Do you consider yourself to be? (Please tick one option only)

Bisexual	<input type="checkbox"/>	Lesbian	<input type="checkbox"/>
Gay	<input type="checkbox"/>	Other	<input type="checkbox"/>
Heterosexual	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>

In addition, if you prefer to define your sexuality in terms other than those used above, please let us know below: (Please write in your answer)

**Thank you for taking the time to complete this questionnaire.
Please return in the enclosed reply-paid envelope provided, by 15 February 2019.**