

MEETING**PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE****DATE AND TIME****TUESDAY 1ST SEPTEMBER, 2015****AT 7.00 PM****VENUE****HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ**

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
5.	PUBLIC QUESTIONS AND COMMENTS (IF ANY)	1 - 6

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Question Number	Item Number	Raised by	Question Raised	Answer
1	7	John Dix	<p>To what extent are the shortfall in the installation of new telecare packages and the percentage of service users receiving ongoing services with telecare, linked to the overspend on care purchasing budgets and what efforts are being made to boost the uptake and usage of telecare packages?</p>	<p>We are continuing to develop our strategy for improving the uptake of telecare packages so that we can offer people more support in their own homes and reduce the need for more intensive types of care. This is a key part of our approach to meeting the financial challenges of the next five years.</p> <p>This year we have employed an additional telecare adviser to work across health and social care in Barnet, and are emphasising opportunities to access telecare when people first make contact with the Adult Social Care service.</p> <p>As well as the telecare installations which we report on to track progress towards our annual target, we also provide standalone and self funded packages which do not require ongoing maintenance from the Council. The total number of these stands at 231 for the first quarter of 2015/16.</p> <p>Any lost potential for savings from telecare will be only account for a small proportion of the pressure on the care purchasing budgets. Whilst a valuable tool, telecare is not a viable alternative for personal care which accounts for the largest proportion of spend.</p>
2	7	John Dix	<p>At 1.6.2 Challenges, the report notes that agency levels have increased but that agency levels should fall by 15% by the end of 2015/16. What evidence is there to support this assertion given that last year agency costs rose by £2.5 million, a 19.3% increase.</p>	<p>The use of agency resourcing reflects some of the significant changes which are taking place within service delivery. A significant proportion of increasing use of agency during 2014/15 has been for very good reasons. For example, where services are restructuring and therefore holding back on permanent recruitment, to minimise redundancies</p> <p>The Council has specifically focussed on reducing the use of</p>

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				<p>agency usage where this is possible, in favour of smarter recruitment practices. This also does recognise that there are clear circumstances where the use of agency resources is effective and consistent with the Council's plans.</p> <p>All areas of the business now have in place Workforce Plans which are being reported back to the Council's Workforce Board on a quarterly basis. These Plans are based on the expected changes within each Delivery Unit and their plans for the year.</p>
3	7	John Dix	<p>What is the total forecast agency cost figure for 2015/16 and to what extent are the gain share payments on the agency labour contract made directly to Capita included in that figure?</p>	<p>Based on the commitments from Delivery Units Workforce Plans over the remainder of the year, the current forecast expenditure on agency staff is £15.596m for the financial year 2015/16 – as compared to £17.322m based on current usage levels. This represents a 15% reduction in monthly spend by March 2016.</p> <p>This value excludes any gainshare payments payable and rebates receivable as these two elements are included in the year end forecast for the Customer Support Group.</p>
4	7	John Dix	<p>Please can you explain what were the difficulties in setting up the correct establishment on the Council's HR system that were so significant that they delayed the essential zero based budgeting project for Street Scene.</p>	<p>During the transfer of staff onto the HR system (Core) system, there were difficulties in matching roles and individuals.</p> <p>As Street Scene is an operational service where there are significant changes in staff – movements in roles, structural changes, seasonal employment and significant part-time and agency workers to ensure service delivery.</p>

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5	7	John Dix	Why are the waste figures for quarter 1 2015/16 not available and how can the committee make effective decisions on data (SS/S3) that is more than 6 months old?	<p>As with all major staffing changes there is a period of transition between the old structures and new structures which, following agreed organisational processes normally takes significant time to implement. The projects overlapped and although there were difficulties in setting up the establishment, normal operating procedures were not affected. Any zero based budgeting exercise does need a clear baseline to start from, with the overlap in projects there was a delay in creating this baseline.</p> <p>The waste figures are always reported a quarter in arrears. This is to allow for the appropriate auditing procedures within the North London Waste Authority who provide the London Borough of Barnet with the full and confirmed data on their waste sent for disposal. Third party tonnages and residual recyclates are also incorporated and need to be received and reconciled.</p> <p>The current indicative figure for Quarter 1 2015/16 is 39.12%, but this will be subject to the changes described above.</p>
6	7	John Dix	Modelling of future waste flow data to deliver the 2020 recycling target and the strategic outline case for looking at alternative delivery models have both been delayed to focus on the waste strategy. Who determined that the waste strategy should take priority and was a risk assessment carried out to identify the impact of delaying the other two projects?	<p>The waste strategy is the primary document and sets out the longer term objectives of what Barnet is aiming to achieve for both collection and disposal of municipal waste. Both the modelling of future waste flow data and the consideration of alternative delivery models – including in-house option - will be informed by the direction taken by the waste strategy.</p> <p>There will be no direct impact on the delivery of services.</p> <p>This decision was made by the Environment Commissioning Director in consultation with the Street Scene Director.</p>

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7	7	John Dix	Regarding the Re overspend of £500,000 can you clarify if this overspend is on actual road works or the administration of additional road works?	The forecast overspend relates to increased volumes of works planned to be carried out. The costs relate to design and management of the schemes, from inception to completion for the Local Implementation Plan (LIP). This will include: liaising with stakeholders (i.e. TfL, emergency services, local schools, etc.) to inform design process, prepare detailed drawings and estimates, consult relevant stakeholders, draft Traffic Management Order (TMO), consider objections, supervise and coordinate implementation of the works including day to day supervision and gaining sign off of the scheme
8	7	John Dix	On the CSG overspend of £499,000 please can you clarify precisely what this was for, e.g. additional staffing, software or pro-rata management charge?	<p>The overspend mainly relates to two areas:</p> <ul style="list-style-type: none"> • Civica contract in Revenues and Benefits: the contract was transferred with no budget the total cost is £565k; • A number of schools have opted out of the traded services that the council provides and this has resulted in an underachievement of income forecast to be in the region of £500k. The guarantee on schools income was subject to baselining on actual income from the first year of the contract, this is lower than the budgeted income expected at transfer. <p>This has been offset by: overachievement of procurement savings and court cost income overachievement, leaving a net overspend of £499k.</p>

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9	7	John Dix	With £3.7 million of special project payments in Q1, what is the anticipated forecast for special payments for the full financial year 2015/16?	The forecast based on current activity and assumptions for continued work is £8.1m and includes spend on school builds and transformation. This is a projection and therefore includes projects that have not started and projects that may be re-prioritised. Projects still being scoped is not included in this forecast.
10	7	John Dix	HB Public Law appears to be exactly on budget as set out in the Revenue Monitoring report. Can you confirm that the Q1 spend with HB Public Law is exactly on budget and there is no under/overspend.	At the end of Quarter 1 no overspends or underspends are forecast, however, this is being closely monitored due to the income element of the budget which can vary.
11	7	John Dix	The reports states that HR function has been below expectations. What steps have been taken to resolve these problems and how much additional money has been paid to Capita to reinforce the HR function?	The contract set up between Barnet and Capita for HR services has clear KPIs affording Barnet the ability to issue remedy notices and withhold service credits if service is not meeting the required standard. Barnet have exercised both of these contractual rights to secure the required improvement. This is not unusual particularly during the initial stages of contract when a new service provider is in the early stages of delivery. The Council has not made any payments in relation to HR service underperformance, but as reported to this committee has withheld service credits for £63,000.
12	7	John Dix	What happened in May at the Coventry call centre that resulted in 1214 Council Tax benefit calls being abandoned and maximum queue times of almost 55 minutes?	The maximum queue time of 55 minutes was a one-off and not indicative of the average for the month (i.e. it is the longest time a call has queued for). The average queue time for Council Tax and Benefits calls for the whole of the month was around 3.3 minutes. The speed of answering these calls was particularly low on the day after the two bank holiday weekends where the average speed of answer for those two

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				<p>days is circa 20 minutes. This is due to the extremely high call volumes on these days where demand is between 30% and 50% higher than an average Tuesday. Whilst we look to maximise the available resource to meet this peak demand we also need to ensure that the Advisors have the appropriate skills and experience.</p> <p>Overall the contact centre answered 76.3% of all calls (67,801 in total) within 20 seconds in May against a target of 80%. May's performance was subject to a quarterly KPI measurement for the period April to June 2015 and the contact centre answered 81.6% of all calls (218,412 in total) within 20 seconds against the 80% target.</p>
13	7	John Dix	<p>What is the target satisfaction level for web service and email service?</p>	<p>The Council has a single satisfaction target level across all contact methods (telephone, web, email & face to face) – this is 75% in quarter 1 (see figure 2 within appendix A).</p> <p>In quarter 2, it rises to 80%. Within this, web and email have the lowest satisfaction ratings and the website is the council's greatest priority for improvement because it is key to the council's strategy to promote more online self-service.</p>