

<u>MEETING</u> PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE
<u>DATE AND TIME</u> MONDAY 15 FEBRUARY 2016 AT 7.00 PM
<u>VENUE</u> 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
1.	MINUTES OF THE PREVIOUS MEETING	1 - 6
5.	PUBLIC QUESTIONS AND COMMENTS (IF ANY)	7 - 10

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Decisions of the Performance and Contract Management Committee

7 January 2016

Members Present:-

AGENDA ITEM 1

Councillor Anthony Finn (Chairman)
Councillor Sury Khatri (Vice-Chairman)

Councillor Geof Cooke
Councillor Rohit Grover
Councillor Anne Hutton
Councillor Kathy Levine
Councillor John Marshall

Councillor Arjun Mittra
Councillor Reema Patel
Councillor Shimon Ryde
Councillor Peter Zinkin

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED – That the minutes of the meeting held on 17 November 2015 be agreed as a correct record and signed by the Chairman.

2. ABSENCE OF MEMBERS

None

3. DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

In relation to agenda item 7, Business Planning 2016/17 report:

- Councillor John Marshall declared a non-pecuniary interest by virtue of being a board member of Barnet Homes.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

A public comment was received from Mr John Dix.

Details of the public questions asked, together with the published answers were provided with the agenda papers and circulated at the meeting. Verbal responses were given to supplementary questions at the meeting.

6. MEMBERS' ITEMS (IF ANY)

None

7. BUSINESS PLANNING 2016/17

The Committee received a report in the name of the name of the Chief Operating Officer, John Hooton, who together with the Strategic Lead, Programmes and Performance, Tom

Pike, explained the approach for refreshing the Council's key business plans for the year ahead.

Further to discussion around section 1.14 of the report, the Strategic Lead, Programmes and Performance, undertook to provide an overview of the new Cambridge Education Contract, including its objectives and key performance indicators, to a future Committee meeting.

The Committee considered the Council's aims and key changes to be taken forward, together with the significant matters of interest to residents. With regard to the strategic indicators, benchmarking data and proposed targets, the Committee requested that the following areas be explored:

- Mental health service – consider potential for satisfaction indicators
- Adults social care – consider effectiveness of information provision, such as the percentage of service users who find it easy to access information (Adults and Safeguarding Committee)
- Regeneration – new homes and affordability targets (Assets, Regeneration and Growth Committee / Housing Committee)
- Website - aspirational target aimed at increasing use of the website (Policy and Resources Committee recommended to consider alongside Customer Access Strategy)
- Business rates targets, including differentiation for small businesses (Assets, Regeneration and Growth Committee)
- Resident satisfaction indicators – road safety and fly tipping (Environment Committee)
- Improved target for compliance with regulatory timescales (Environment Committee)
- Customer services indicator for percentage of residents who find it easy or hard to access Council services (Policy and Resources Committee)
- Community Leadership Committee to consider their priorities and targets, including whether measures are needed on emergency planning (Community Leadership Committee).

The Committee observed that the use of different (comparator) data periods to set targets could distort the resulting information. In meeting the challenge to maintain or improve performance, the Committee suggested that it would be helpful for Members to easily view information on to how each target had been set.

RESOLVED that the Performance and Management Committee:

- 1. Note the light-touch refresh of the Council's key business plans – the Corporate Plan and Commissioning Plans for 2016/17.**
- 2. Having reviewed the basket of strategic indicators set out in the Corporate Plan 2015 – 2020, recommend that the Strategic Lead, Programmes and Performance take forward the suggestions highlighted in the pre-amble to this item.**
- 3. Request a further update at its next meeting (15 February 2016) setting out changes to the Corporate Plan prior to approval at Policy and Resources Committee and Full Council.**

8. ICT OPERATIONS - ITIL METHODOLOGY ASSESSMENT

The Committee received a report in the name of the Chief Operating Officer, John Hooton. The Head of Information Management, Jenny Obee, provided the Committee with the context to three IT incidents which had occurred in April 2015 and had impacted on the collection of income by Barnet Homes. Discussion ensued concerning the change to contractual commitment T3-118 within the Customer and Support Group (CSG) IT contract, the authority for that change and reporting of the same.

In response to a request from the Committee, the Chief Operating Officer undertook to provide a report to the next meeting on contractual changes and variations, including a summary of the variations and changes made/anticipated to be made within external Delivery Units (contracts) in accordance with the formal governance mechanisms of the contract, together with a log of the contractual variations and changes for the CSG and Re contracts.

The Committee requested that the conclusion of the proposed Internal Audit to assess CSG's alignment to obligations in relation to ISO20000, together with any action plan arising, be provided to the Performance and Contract Management Committee.

RESOLVED that the Performance and Contract Management Committee note that the Council intends to instruct an Internal Audit to assess Capita Customer Support Group's alignment to obligations in relation to ISO20000 (being an international certified standard that sets out service management requirements for IT organisations) in the final quarter of 2015/16.

9. PERFORMANCE OF THE CUSTOMER AND SUPPORT GROUP (CSG)

The Committee received a report in the name of the Chief Operating Officer, John Hooton, who together with the Strategic Lead, Programmes and Performance, Tom Pike provided the Committee with an overview of the performance of the CSG. The Committee reviewed the successes, challenges and areas where actions were in place to further improve performance.

In response to questions from the Committee, the Chief Operating Officer clarified that section 5.8 of Appendix 1 (Information Systems) was drafted from the perspective of the report authors together with the Head of Estates Management.

The Committee discussed the background and complexities of the contract.

The Head of Customer Services (Capita) Katherine Lyon addressed the Committee and answered questions about the Web Improvement Plan (Appendix 4 to the report). Upon reviewing the comparative performance and satisfaction data attributable to use of the website and services delivered through it, it was agreed that the current improvements (listed on page 83) together with the Customer Access Strategy were an urgent priority.

The Committee discussed the measures in place to increase use of the Council's website across users of different age ranges and, in particular, the My Account service targets. In response to points raised in discussion, the Head of Customer Services agreed there was a need to produce a digital inclusion strategy and this would be addressed as part of the work on the Customer Access Strategy.

The Head of Information Management, Jenny Obee, addressed the Committee and answered question about Members' IT with particular reference to section 5.8 of Appendix 1 of the report. Following discussion around the feedback received in response to the Members' survey, the Committee emphasised the need for continued improved communication between the IS service and Members.

RESOLVED that the Performance and Contract Management Committee:

- 1. Note the report provided in respect of performance of the Customer Services Group.**
- 2. Request a further report on the progress of the website improvement plan to a future meeting of the Committee.**
- 3. Request a further progress report on the steps taken to improve IS support to Members at a future meeting of the Committee.**

10. FUNDAMENTAL REVIEW OF CUSTOMER AND SUPPORT GROUP (CSG) CONTRACT

The Committee received a report in the name of the Chief Operating Officer, John Hooton, which was introduced by the CSG Partnership Relationship Manager, Philip Hamberger. The report brought forward recommendations on conducting the fundamental review which was due in year three of the CSG contract, including consultation, stakeholders and key areas of focus.

Councillor Cooke moved a motion to create and appoint to a working group of the Committee which would carry out its work in public session for the purpose of conducting the review and report its findings to the main Committee on conclusion. The motion was duly seconded by Councillor Levine and put to the vote. Votes were recorded as follows:

For:	5
Against:	6
Abstain:	0
Absent:	0
TOTAL:	11

The motion was declared lost.

Councillor Finn moved a motion to agree the recommendations as printed in the report which was duly seconded by Councillor Khatri and put to the vote. Votes were recorded as follows:

For:	6
Against:	0
Abstain:	5
Absent:	0
TOTAL:	11

RESOLVED that the Performance and Contract Management Committee agree to:

- 1. Undertake the fundamental review of the Customer and Support Group contract;**

2. **Create and appoint to a working group of the Committee for the purpose of conducting the review (as set out in section 1.5.3 of the report) and reporting its findings to the main Committee on conclusion; and**
3. **Endorse the proposed timetable of the review as set out in section 1.5.5 of this report.**

11. COMMITTEE WORK PROGRAMME

The Chairman introduced the item and invited comments.

The Committee considered the 2015-16 work programme and suggested additional business items to be brought to a future meeting.

RESOLVED:

1. **That the following additional items be considered at a future meeting and included in the 2015-16 work programme:**
 - i. **Cambridge Education Contract – to receive an overview of the new contract, objectives and key performance indicators.**
 - ii. **Members' IT Update – to receive a further progress report on the steps taken to improve IS support to Members.**
 - iii. **Website Improvement Plan – to receive a further report on the progress of the website improvement plan.**

12. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

None

The meeting finished at 10.00 pm

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Question Number	Item Number	Raised By	Question	Answer
1	Item 10	Theresa Musgrove	<p>In regard to the Summary, and Contract Management:</p> <p>Recently resident John Dix made the following comment:</p> <p>"December supplier payments are out and Christmas clearly was a season to be merry. Capita billed £18,264,588.36 in December on both the Re and CSG contracts. That brings their running total for the financial year to £61.26 million, £10 million more than the whole of 2014/15 and a total of £168.3 million since the start of the contract two and a half years ago. While certain Councillors keep repeating the mantra "Capita are saving money" I keep asking them to show me the evidence because the amount of money we are paying seems immense compared to the core contract value".</p> <p>It seems to me that already spending £168 million, in only two and a half years of a 10 year contract meant to save £126 million means that a 'saving' of £126 million, over ten years will have to be set against projected expenditure of £672 million?</p> <p>Where are the savings?</p>	<p>Payments to Capita, in this financial year, have been made in respect of:</p> <ul style="list-style-type: none"> - Core contract (provision of services transferring to Capita); - Gainshare on savings achieved on procurement, achieving reductions in single person discounts and increasing council tax income; - Contractual adjustments in relation to inflation; and - Project spend. <p>Payments made in relation to transformation at the beginning of the contract can and have been recognised in the accounts over the life of the contract.</p> <p>Spend on projects is made up of capital projects and transformation projects. Delivery of the outcomes set through the corporate plan and the savings required by the medium term financial strategy will continue to be achieved by the transformation programme.</p> <p>Savings have been delivered in respect of these services and this is detailed in appendix K.</p>

Question Number	Item Number	Raised By	Question	Answer
2	Item 10	Theresa Musgrove	<p>In reference to the Summary and Customer Satisfaction, it is stated that Customer Satisfaction is still below the 80 % target, with clear failings such as in customer satisfaction for webforms – about which we learn "transactions available on the website - has also improved, to 56% (the best recorded to date) and work continues to drive this higher".</p> <p>Clearly 56% satisfaction at this stage is simply not acceptable: how much longer must residents put up with such a poor standard of service, and when will the committee hold Capita to account for its failings in regard to this and the generally poor performance standard affecting the 'customer experience'?</p>	<p>In the first quarter of the CSG contract (Q3 2013/14) satisfaction with webforms was 40%. In the last quarter, it stood at 56%.</p> <p>The Council aims to continue to improve the satisfaction ratings for webforms, as well as the website as a whole. This is a key priority, and Appendix A contains a set of actions that are underway to achieve this. A further report on the steps taken to improve the website and online experience will also be reported to Performance and Contract Management Committee in May.</p> <p>The draft Customer Access Strategy approved by the Policy and Resources Committee in December sets out some more substantial enhancements to make our website better for our customers, and we will bring a business case for this strategy back to Policy and Resource Committee later this year.</p> <p>Improving the website and satisfaction with the website is a key priority, and we will propose a new target in the 2016/17 Corporate Plan for improving. The best performing councils currently achieve web satisfaction ratings of between 55-60%. This shows the council still has a gap to bridge and this is a priority area for improvement.</p>

Question Number	Item Number	Raised By	Question	Answer
3	Item 10	Theresa Musgrove	<p>In regard to Item 1.36 and Risk: in reference to a high risk of homelessness, it would appear that the mitigations suggested are the equivalent of putting a sticking plaster on a gaping, self-inflicted wound. Should you not acknowledge that the council's policy of putting developers' interests before those of residents, as in the case of West Hendon and Sweets Way, is responsible for an increase in homelessness, and there needs to be a radical change in policy rather than a half-hearted effort to pick up the pieces that are the result of current practice? Please give more detail about these measures, and explain to what extent they are expected to minimise levels of homelessness.</p>	<p>The Council's new Housing Strategy sets out how our ambitious plans for growth and regeneration will ensure that we meet the challenge of providing enough homes for a rising population, whilst ensuring that Barnet continues to be a great place to work and live. Thousands of new houses and flats, including significant numbers of affordable homes, will be built in our growth areas; Colindale, Mill Hill and Brent Cross/Cricklewood, and our largest council estates will be rebuilt providing more and better quality homes.</p> <p>We are also embarking on a programme of building hundreds of new homes on our own land for sale and for rent. Three new council homes were completed a few weeks ago with a further 37 nearing completion, and the Council has set Barnet Homes a target to build another 500 affordable homes for rent in the borough over the next five years. In addition, we are working with Re to develop other council owned sites for a mixture of housing for sale and for rent, of which 40% will be affordable; the first tranche of these will provide nearly 300 homes.</p> <p>In total, we expect 26,000 new homes to be built in Barnet over the next 15 years.</p> <p>Specific measures that will help reduce homelessness over the coming financial year are:</p>

Question Number	Item Number	Raised By	Question	Answer
				<ul style="list-style-type: none"> •Increasing homelessness prevention – 2 additional Tenancy Sustainment Officers will be recruited to help prevent homelessness for an extra 100 households in 2016/17, through either helping residents remain in their current homes, or to access affordable accommodation •Increasing access to the private rented sector – Additional staff recruited in the Let2Barnet service to help source more affordable private sector accommodation to be made available to homeless households. This will help provide affordable accommodation for an extra 100 households in 2016/17 •Increasing affordable supply funding made available to help with relocation costs, to help an extra 50 households moving to affordable locations outside Barnet <p>These measures will help to reduce the need for temporary accommodation by providing sustainable housing solutions and offering a better, more affordable alternative for household at risk of homelessness. These measures are expected to result in further prevention of homelessness in 2016/17 (900) and increasing supply in the private rented sector (500 direct lets in 2016/17).</p>