MEETING **PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE**
DATE AND TIME **THURSDAY 7 JANUARY, 2016** **AT 7.00 PM**
VENUE **HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ**

TO: MEMBERS OF PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE (Quorum 3)

Chairman: Councillor Anthony Finn
Vice Chairman: Councillor Sury Khatri

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

Substitute Members

Councillor Paul Edwards   Councillor Devra Kay   Councillor Ammar Naqvi
Councillor Gabriel Rozenberg   Councillor Lisa Rutter   Councillor Caroline Stock

In line with the Constitution's Public Participation and Engagement Rules, public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is 10AM on Monday 4 January 2015. Requests must be submitted to Sarah Koniarski 020 8359 7574 sarah.koniarski@barnet.gov.uk

You are requested to attend the above meeting for which an agenda is attached.

Andrew Charlwood – Head of Governance

Governance Service contact: Sarah Koniarski 020 8359 7574 sarah.koniarski@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039 sue.cocker@barnet.gov.uk

ASSURANCE GROUP

ORDER OF BUSINESS

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	AGENDA ITEM 7
	Performance and Contract Management Committee **7 January 2016**
Title	**Business Planning 2016/17**
Report of	John Hooton - Chief Operating Officer
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A - Corporate Plan 2015-2020 Appendix B – Corporate Plan indicators and summary of further measures within Commissioning Plans (basket of strategic and critical indicators)
Officer Contact Details	Tom Pike – Strategic Lead, Programmes and Performance Tel: 0208 359 7058. Email: Tom.Pike@barnet.gov.uk

Summary

This report sets out the approach for refreshing the Council's key business plans for 2016/17. This includes a summary of potential changes to the basket indicators outlined in the Corporate Plan, and those within the Commissioning Plans set by Committees.

The refreshed Corporate Plan will be considered by Performance and Contract Management Committee together with the Policy and Resources Committee in mid-February 2016. Theme Committees will be considering their updated Commissioning Plans in March 2016.

Recommendations
1. **That the Committee note the light-touch refresh of the Council's key business plans – the Corporate Plan and Commissioning Plans for 2016/17.**
2. **That the Committee review the basket of strategic indicators set out in the Corporate Plan 2015 – 2020 and make recommendations for any changes to the Corporate Plan.**
3. **That the Committee receive 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.**

1.   WHY THIS REPORT IS NEEDED

1.1   Business planning is an essential part of Barnet's Performance Framework. The key business plans for the organisation are the Corporate Plan, Commissioning Plans and Management Agreements or Contracts.

Business Planning 2015/16

1.2   The **Corporate Plan** was agreed by full Council in April 2015. It sets the overall strategic priorities and direction for the Council over the next five years (up to 2020). The core principles of Fairness, Responsibility and Opportunity were developed into a set of strategic objectives that frame the Council's approach to achieving its vision for 2020 – that ***services will be commissioned jointly for the borough to create truly integrated services.*** The strategic objectives are to ensure that Barnet is a place:

- Of opportunity, where people can further their quality of life
- Where people are helped to help themselves, recognising that prevention is better than cure
- Where responsibility is shared, fairly
- Where services are delivered efficiently to get value for money for the taxpayer

1.3   Included in the Corporate Plan is a basket of *strategic* indicators, which are reported to Performance and Contract Management Committee on a quarterly basis. These indicators reflect the outcomes that the Council aims to achieve, the most significant areas of interest to residents and key changes to be taken forward by the Council. In preparing the Corporate Plan for 2015/16, the Council had a stronger focus on the longer-term outcomes that were set through Committees, and an emphasis on improving the depth and quality of customer experience. This focus is reflected in the targets set with the Customer and Support Group and the detailed customer experience reporting to Performance and Contract Management Committee. All the indicators within the Corporate Plan report to Performance and Contract Management Committee each quarter.

1.4 Underpinning the Corporate Plan is a set of **Commissioning Plans**, which were agreed by the theme Committees in early 2015. These plans translate the Council's strategic objectives into key outcomes for each theme Committee to achieve over the next five years (up to 2020). Included in the Commissioning Plans is a basket of *critical* indicators which give a further assessment of the effectiveness of a service, efficient operations, or contribution to a wider outcome. The choice of indicator and target was informed by comparison and benchmarking with other Councils, level of resource available, as well as the prioritisation and desired result set by the Committee. These *critical* indicators are then reflected in **Contracts** with service providers and in **Management Agreements** with internal Council services (Delivery Units). These *critical* indicators are then reported to Performance and Contract Management Committee by exception on a quarterly basis, reflecting where we have an area of underperformance. In addition, the Theme Committees receive an annual report on performance in Quarter 1 of the financial year. Options to improve reporting to theme Committees are currently being considered.

1.5 To ensure that the key outcomes in the Commissioning Plans are achieved, each service has an agreement in place that sets out their planned activities for the forthcoming year. For internal Delivery Units these are set out in a **Management Agreement** and for external providers in a formal **Contract**. Included in these are the *strategic* and *critical* indicators mentioned above, plus a basket of *operational* indicators. All are published on the Council's website on a quarterly basis and can be used at Performance and Contract Management Committee for deeper review of the performance of different services. As in section 1.4, these *critical* indicators are reported to Performance and Contract Management Committee each quarter by exception, in instances of underperformance, or to report significant successful delivery.

Business Planning 2016/17

1.6 A light-touch refresh of the key business plans is taking place for 2016/17. This will ensure that the Corporate Plan and Commissioning Plans reflect changes in national policy and local priorities in light of continuing budget and demand pressures. These refreshed business plans will be considered by Performance and Contract Management Committee and Policy and Resources Committee in mid-February 2016 and the Theme Committees in March 2016.

1.7 As set out above, the Corporate Plan and Commissioning Plans have a strong focus on the outcomes desired for 2020, and are underpinned by an emphasis on customer experience. These will remain priorities over the coming years. In addition, we are anticipating that the business plans – and our performance reporting – will have greater focus on how we manage demand for services, for example by encouraging and enabling independence, and through prevention and early intervention, to get the best result. We are also developing an enhanced way of testing the Value for Money of our services to give this overview to Performance and Contract Management Committee and

enable scrutiny, and for the Theme Committees as they review progress towards outcomes via their annual reports.

Corporate Plan and Commissioning Plans Refresh

1.8 Attached as Appendix B are the key outcomes and indicators set for the Corporate Plan. In addition, are the further critical indicators which have been set by each Theme Committee in 2015/16. These indicators are being reviewed for 2016/17 and proposed annual targets up to 2020 will be outlined in the refreshed Commissioning Plans. In the paragraphs below, Officers have identified some of the potential changes which could result in new targets within the Commissioning Plans to be recommended to Committees as below. Performance and Contract Management Committee are asked to consider the potential changes and make any recommendations for new or amended measures to be included in the Corporate Plan. Changes to the Corporate Plan will be considered by Performance and Contract Management Committee and Policy and Resources Committee in mid-February 2016.

Adults and Safeguarding Committee

1.9 The Committee covers social care services for adults with a learning disability; mental health needs; physical disability or sensory impairment; older people and carers; information and advice about social care support and community based preventative services; and leisure services provided by the Council.

1.10 In 2016/17 our intention is to monitor the same set of indicators, as these continue to reflect our aspirations for residents. However, we recognise that we need to add an additional indicator to monitor the impact of our case review process in supporting individuals; we will be undertaking work across the coming weeks to devise an appropriate indicator. We will also review the targets for each indicator so that they reflect affordable demand and the success of our actions to reduce demand across the borough. In particular, we will look again at those indicators where we can influence the health and social care system and promote independence such as referrals from hospital into social care, care and support packages and appropriate options for housing.

Assets, Regeneration and Growth Committee

1.11 The Committee oversees a number of areas including regeneration; development; economic growth; town centres; community assets, and Council assets and accommodation.

1.12 In 2016/17 our intention is to introduce some new indicators that focus on getting people into work through apprenticeships and other schemes, and supporting people with mental health needs and learning disabilities into employment. We are also looking to capture local procurement activity and the level of engagement of the business community with our Entrepreneurial Barnet programme; as well as our success in securing external funding.

Children, Education, Libraries and Safeguarding Committee

1.13   The Committee covers education services; support to children with disabilities; looked after children; children in need; family and youth support; and libraries.

1.14   In 2016/17 we will have a new contract in place with Cambridge Education for the delivery of our education services, and will incorporate any new strategic indicators put in place to monitor this contract. Across family services our intention is to raise the profile of the quality of our social work practice, the voice of the child and effect of our transformation programmes by reporting on more of these indicators at a strategic level. This will include indicators on the health and educational attainment of our looked after children; the participation of children and young people in the design and delivery of services; and families' use of our children's centres. We will be looking to tackle failure demand across the whole of the family and child's journey by ensuring effective and efficient services meet demands at the earliest point to prevent escalation and encourage de-escalation of need.

Community Leadership Committee

1.15   The Committee covers community safety; community participation and involvement; and emergency planning. The Committee is not a large consumer of Council resources, but rather supports co-ordination of a range of public sector activities in the borough.

1.16   In 2016/17 our intention is to continue to monitor the suite of community safety indicators as part of MOPAC and residents' satisfaction and participation (through volunteering) indicators through the bi-annual residents' perception survey.

Environment Committee

1.17   The Committee covers environmental services, including waste collection and disposal; parks and green spaces; parking; regulatory services; highways; and cemetery and crematorium.

1.18   In 2016/17 our intention is to incorporate an additional set of indicators for waste and recycling to give more detailed information that will reflect changes in commercial waste collection, and renewed efforts to reduce residual waste and increase rates of dry recycling, food and garden waste. We also intend to raise the profile of street cleansing by reporting fly-tipping and fly-posting performance and the implementation and progress of highways infrastructure operations. There will be new indicators to monitor air quality standards that will be set out in the air quality action plan.

Housing Committee

1.19   The Committee covers all aspects of housing including maintaining and managing the stock of social housing; temporary accommodation; housing

advice; homelessness and housing needs; and the regulation of private sector housing.

1.20　In 2016/17 our intention is to align the indicators in the Commissioning Plan with the key objectives outlined in the recently approved Housing Strategy and 10-Year Management Agreement with Barnet Homes. A five-year Business Plan is in the process of being developed and any new indicators will be captured from this.

1.21　In addition, there may be some new indicators or changes to targets as a result of the Housing and Planning Bill, which is making its way through Parliament. Proposals for starter homes, pay to stay and sale of high value Council properties, if implemented, will be reflected in the suite of indicators monitored at a strategic level.

1.22　A comprehensive review of the suite of indicators used to monitor the contract with Re. is also underway and is due for completion at the end of March 2016. There is potential that some of these indicators will be monitored at a strategic level.

Health and Wellbeing Board

1.23　The Health and Wellbeing Board is the Commissioning Committee for public health, and decides how the public health grant is spent to improve the health and wellbeing of Barnet's population.

1.24　There is uncertainty about the level of grant from the Department of Health going forward. The allocation is due to be announced in mid-January 2016 and will likely impact on the priorities reflected in the Commissioning Plan. This will need to be re-focused on the key themes and priorities that have emerged from the new Health and Wellbeing Strategy. Some potential areas for inclusion will be the health champions initiative within primary care; online support for mental health needs; improved signposting across partners; and healthy high streets.

Management Agreements Refresh

1.25　The internal Management Agreements for Adults and Communities, Family Services, Public Health and Streetscene will be refreshed. The focus of the refresh will be on updating budgets and savings targets; capturing new programmes and activities to deliver the key outcomes of the Commissioning Plans; reviewing strategic, critical and operational indicators and setting annual targets up to 2020.

1.26　The new agreement with Barnet Homes and contract for Education and Skills will be in place in 2016/17 and indicators from these contracts will be monitored as part of the basket of strategic and critical indicators reported to Performance and Contract Management Committee.

1.27　A fundamental review of the Customer and Support Group contract is taking place in 2016/17 and the indicators will be reviewed as part of this. Potential

areas for change include additional performance indicators in relation to the Council's website and website use, customer experience, estate management and delivery of the community asset strategy, and a continued focus on value for money.

Member Review

1.28 **As part of the refresh of our key business plans, Members are invited to review the basket of *strategic* indicators that were set out in the Corporate Plan in 2015/16 (Appendix B) and make any recommendations for changes in for 2016/17.   For information, the *critical* indicators that were set out in the Commissioning Plans for Theme Committees are also included in the second table within Appendix B.**

2   REASONS FOR RECOMMENDATIONS

2.1   A key element of effective strategic and financial management is for the Council to have comprehensive business plans in place that ensure there is a clear strategy for addressing future challenges, particularly in the context of continuing budget and demand pressures (resulting from demographic and legislative changes), delivering local priorities and allocating resources effectively.

3   ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1   There is no statutory duty to have a Corporate Plan or Commissioning Plans, but it is considered to be good practice to have comprehensive business plans in place that ensure the Council's vision for the future is clearly set out and transparent.

4   POST DECISION IMPLEMENTATION

4.1   The refreshed Corporate Plan and Commissioning Plans will be considered by Performance and Contract Management Committee and theme Committees in mid-February 2016, and will be used to inform the internal Management Agreements for 2016/17. Revisions to the business plans will be communicated internally and   with key stakeholders.

5   IMPLICATIONS OF DECISION

5.1   Corporate Priorities and Performance

5.1.1 This report invites Members to review the basket of *strategic* and *critical* indicators set out in the Corporate Plan and Commissioning Plans for 2016/17.

5.2   Resources (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1   In addition to continuing budget reductions, demographic change and the resulting pressure on services pose a significant challenge to the Council. The organisation is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old population groups.

5.2.2   The Corporate Plan has been informed by the Budget and Medium Term Financial Strategy, agreed by Council on 3 March 2015. This included a savings target of £90.8m required by 2019/20 and a capital investment programme through to 2019/20.

5.3   Social Value

5.3.1   The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4   Legal and Constitutional References

5.4.1   All proposals emerging from the business planning process must be considered in terms of the council's legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.

5.4.2   The [Council's Constitution, in Part 15 Annex A, Responsibility for Functions, states](#) the functions of the Performance and Contract Management Committee include (amongst other responsibilities):

   a) Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.
   b) Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group (Including Barnet Homes and Your Choice Barnet); HB Public Law; NSL (Parking Contractor); Adults and Communities; Family Services; Education and Skills; Streetscene; Public Health; Commissioning Group; and Assurance.
   c) Receive and Scrutinise contract variations and change requests in respect of external delivery units.
   d) To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.
   e) Specific responsibility for the following function within the Council:
      a. Risk Management
      b. Treasury Management Performance
   f) Note the Annual Report of the Barnet Group Ltd.

5.5 Risk Management

5.5.1 The Council has an established approach to risk management. Key corporate risks are assessed regularly and reported to Performance and Contract Management Committee on a quarterly basis.

5.6 Equalities and Diversity

5.6.1 The general duty on public bodies is set out in section 149 of the Equality Act 2010.

5.6.2 A public authority must, in the exercise of its functions, have due regard to the need to:
a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.6.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

5.6.4 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

5.6.5 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to tackle prejudice; and promote understanding.

5.6.6 Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

5.6.7 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

5.6.8 It also covers marriage and civil partnership with regard to eliminating discrimination.

5.6.9 In agreeing the Corporate Plan, the council is setting an updated strategic equalities objective and reiterating our commitment to delivering this. The strategic equalities objective is as follows:

- Citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

5.7 Consultation and Engagement

5.7.1 The Corporate Plan and Commissioning Plans were informed by extensive consultation through the Budget and Business Planning report to Council (3 March 2015).

5.7.2 The consultation aimed to set a new approach to business planning and engagement by consulting on the combined package of the Corporate Plan, Commissioning Plans, and budget. In particular it aimed to:

- Create a stronger link between strategy, priorities and resources
- Place a stronger emphasis on commissioning as a driver of the business planning process.
- Focus on how the Council will use its resources to achieve its Commissioning Plans.

5.6.3 To allow for an eight week budget consultation, consultation began after Full Council on 17 December 2014 and concluded on 11 February 2015. Further consultation on the budget for 2016/17 will be undertaken following Policy and Resources Committee on 16 December 2015.

6 BACKGROUND PAPERS

6.1 The performance indicators for the Customer and Support Group are included Appendix 2 of the report on Customer and Support Group, also on the agenda of this meeting.

6.2. A short executive summary of the current Corporate Plan is included as Appendix A, to help set the context of the top priorities and outcomes that the Council is aiming to achieve. A full version of the Corporate Plan is available via: https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html

6.3 The detailed performance reports and indicators for all Council services – internal Delivery Units and contracted providers – is included available via: https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html

Corporate Plan 2015 – 2020
April 2015

Corporate Plan
2015-2020

Our vision for 2020

What we'll achieve by delivering this plan

- more involved and resilient communities, with residents taking on greater responsibility for their local areas

- health and social care will be personalised and integrated, with more people supported to live longer in their own homes

- Barnet's schools will be amongst the best in the country, with places for all

- Barnet's children and young people will receive a great start in life

- there will be a broad offer of skills and employment programmes for all ages

- a clean and attractive environment, with well-maintained roads and pavements, flowing traffic, increased recycling

- Barnet will be amongst the safest places in London

- a responsible approach to regeneration, with thousands of new homes built and job opportunities created

- customer services will be intuitive and flexible

- Barnet will continue to be recognised as a transparent and open council

- and for staff, the council will offer a more flexible and modern workplace.

Barnet's local services in 2020

Redesigned, integrated, intuitive and efficient

- by 2020, public sector agencies will be more integrated – pooling resources, sharing assets and staff, and developing joint solutions

- public services will be commissioned jointly for the borough by the council working with partners

- for residents, this will mean easier access to services

- for the council, it will reduce bureaucracy and drive innovation in the way services are designed and delivered.

Our strategic objectives

The council, working with local, regional and national partners, will strive to ensure that Barnet is the place:

1. of opportunity, where people can further their quality of life

2. where people are helped to help themselves

3. where responsibility is shared, fairly

4. where services are delivered efficiently to get value for money for the taxpayer.

Our principles

The principles of Fairness, Responsibility and Opportunity are at the heart of our approach

Fairness
towards more frequent users of services and to the wider taxpayer
'getting the basics right' – disposing of waste, keeping streets clean
a step change in early intervention and prevention to manage demand on services

Responsibility
all public service providers must help to achieve outcomes with reduced resources
the council will change its relationship with residents, who will take on more responsibility
in some cases, residents will be required to pay more for certain services as the council prioritises resources

Opportunity
the council will capitalise on opportunities from a growing economy by prioritising regeneration, growth and and maximising income
we will redesign services and deliver them differently
continuing to plan ahead is crucial

How we'll get there: Barnet's 'commissioning council' approach

We will be **open to new ways of doing things**. Public sector, private sector, voluntary sector, a combination. We are concerned less about the 'who' and the 'how' – than ensuring that each service is **necessary**, that it **meets needs** and provides **value for money**.

Commissioning is **not outsourcing**. We commission the best services from **across the market**, whether they are provided in house or externally.

We have a **varied mix of providers**. This provider mix will continue to evolve.

For more information: visit **www.barnet.gov.uk/performance**

BARNET
LONDON BOROUGH

11

Barnet's achievements

Council Tax – saving households nearly £300 a year by 2016 – 17, a 20% real terms cut since 2010–11

Barnet has frozen Council Tax since 2010-11 and cut it by 1% in 2014 – 15. It plans to freeze it for a further two years, up to 2016-17.

Resident satisfaction – more people are satisfied with their local areas and think the council is doing a good job

Autumn 2014 Residents' Perception Survey shows that 88% of residents are satisfied with their local area as a place to live, 6% above the national average.

Excellent schools – amongst the best in the country, with high attainment levels

£116m invested in extra school places over the past five years to ensure Barnet's schools continue to be amongst the best in the country and that demand is met.

Crime – a safe place to live, with continued reductions in crime

9% reduction in burglary between March 2014 – Feb 2015, 25% down compared to 2011-12.

16% reduction in anti-social behaviour incidents between March 2014 – Feb 2015.

Housing and regeneration – 20,000 new homes, 30,000 new jobs, more income

Barnet's seven major regeneration schemes will create more than 20,000 new homes and provide up to 30,000 jobs over the next 20 years, the most new homes in any outer London borough. Existing regeneration programme will generate more than £11m in recurrent income by 2025 and £50m in one-off income by 2020 – to be invested in infrastructure. We have also made sure that 40% of the homes delivered in 2014/15 were affordable.

Roads and pavements – £50m of investment over the next five years

Barnet will invest a further £50m in the borough's roads and pavements networks to 2020, reflecting that these are consistently a high priority for residents.

Waste and recycling – big increase in recycling since the introduction of a new system

New, easier to use recycling system well received by residents. For the last calendar year (2014), the tonnage sent for recycling, composting and reuse has increased by 16%.

Safeguarding – Multi-Agency Safeguarding Hub (MASH) to improve child protection

Created in November 2013, bringing together professionals from police, local authority and other agencies to share information and improve child protection of all referrals that concern children or young people.

Adult social care – integrating health and social care to improve outcomes

Barnet Integrated Locality Team has gone live – health and social care staff working together in one team to provide support and improved services to older people who have long-term conditions and frequent admissions to health services.

Unemployment – falling youth unemployment and Job Seekers Allowance claims

Job Seekers Allowance and youth unemployment (18 – 24 year olds) claims now at pre-recession levels. Only 2.3% of 16 – 18 year olds in Barnet are 'NEET' (not in education, employment or training).

Welfare reform – implementing benefit reforms and getting people into work

Co-located Welfare Reform Task Force – comprised of officers from Barnet Homes, Revenues and Benefits, and Jobcentre Plus – has engaged with 96% of residents affected by the Benefit Cap and has helped 35% of those to find work.

Support for business – commitment to make Barnet the best place in London to be a small business

Entrepreneurial Barnet strategy outlines the council's vision to make Barnet 'the best place in London to be a small business' and support for the economy to grow.

Customer services – customer satisfaction continues to rise

Satisfaction with the experience of talking to customer services via telephone continues to rise. Launch of 'My Account' facility on the council's website in March 2015, making it easier for customers to carry out transactions.

Transparency and open data – Barnet Council leading the way

In March 2015, Government named Barnet as one of only 16 local authority 'Open Data Champions'.

APPENDIX B: CORPORATE PLAN & COMMISSIONING PLANS 2015-2020

This appendix sets out the *strategic* indicators for the Corporate Plan (Table A) which were set for 2015/16. It provides how the Council performed in 2014/15 (where applicable), how we compared to others, the target for the current year (2015/16), and the longer-term target to 2020. Members of Performance and Contract Management Committee are asked to consider the current targets (2015/16) and make recommendations on potential changes for 2016/17, where appropriate. All of these indicators report quarterly to Performance and Contract Management Committee as they reflect the top-level aims of the Council.

This appendix also includes the *critical* indicators for Commissioning Plans in 2016/17. These provide further information on the effectiveness of services, further contribution to outcomes in the Corporate Plan, efficiency or other elements of the performance of key services. These are reported to Performance and Contract Management Committee by exception only at present. Each theme Committee currently receives an annual report on their performance, with further options being considered on future reporting. A number of indicators are new or refined for 2015/16 to reflect the new direction set through Commissioning Plans – not all have previous baselines and many are local measures rather than nationally defined.

Please note the tables below also identify which 'priority' each indicator relates to.

TABLE A: STRATEGIC INDICATORS (CORPORATE PLAN)

Measure	2014/15 outturn[1]	2014/15 benchmarking	2015/16 target	2019/20 target
ADULTS AND SAFEGUARDING COMMITTEE				
Planning for life				
Percentage of people who use adult social care services satisfied with their care and support	88.2%	Comparator group average 60.4%	Top 25% of comparable boroughs	Top 25% in England
Service users who find it easy to get information	71.3%	Comparator group average 74.3%	England average	Top 25% in England

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[1] 2014/15 outturn related to either Q4 2014/15 or Annual 2014/15

Person-centred integrated support				
Percentage of adults with learning disabilities who live in stable accommodation	59.6%	68.3%	60%	England average
Percentage of adults with learning disabilities in paid employment	9.5%	9.8%	10.6%	Top 10% in Engalnd
Percentage of adults with mental health needs in paid employment	5.2%	7%	7%	Top 25% of comparable boroughs
Percentage of adults with mental health needs who live in stable accommodation	70.9%	79.6%	75%	Top 25% of comparable boroughs
Percentage of people who use services, who reported that they had as much social contact as they would like	44.9%	Comparator group average 42.9% (LBB in top 50%)	Top 25% of comparable boroughs	Top 25% in England
Percentage of new clients, older people accessing enablement	N/K	N/A	50%	70%
Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	622.5	407.6	399.0	Top 10% of comparable boroughs
Early intervention and prevention				
Percentage of people who feel in control of their own lives	68.5%	Comparator group average 71.8% (LBB in bottom 25%)	Top 25% of comparable boroughs	Top 25% in England
Percentage of older people remaining at home 91 days after discharge	77.1%	86.6%	87.9%	Top 25% of comparable boroughs
Carers				
Percentage of carers satisfied with social services	33.3%	Comparator group average 35.1%	35.7%	Top 25% of comparable boroughs
Carers' reported quality of life	7.3	7.5	7.8	Top 25% of comparable boroughs

Percentage of adult carers who have as much social contact as they would like	32.5%	Comparator group average 34.3%	36.5%	Top 25% of comparable boroughs
Safeguarding				
Percentage of people who use services who feel safe	67.4 %	Comparator group average 65.9% (LBB in top 50%)	Top 25% of comparable boroughs	Top 25% of London boroughs
ASSETS, REGENERATION AND GROWTH COMMITTEE				
Regeneration				
Total number of new homes created through regeneration schemes	1,108	Barnet specific indicator	1,423	5,457[2]
Number of affordable homes created through regeneration schemes	367	Barnet specific indicator	248	1,795[1]
Economy				
Business satisfaction	N/K	TBC	TBC	TBC
The proportion of new businesses which survive in Barnet, compared with other local authorities	6.3%	Barnet specific indicator	2%pts more than comparable boroughs	5%pts more than comparable boroughs
Unemployment	6.5%	Nomis (Jan - Dec 2014): London 7.0%	4.9% (Monitor only)	4.2% (Monitor only)
Youth Unemployment	6.3%	Barnet specific indicator	0.5%pts less than comparable boroughs	2%pts less than comparable boroughs
Sickness benefit, as measured by the Employment Support Allowance (ESA) claimant count (0-65 weeks) or equivalent benefit	4.6%	Nomis (Nov 2014): London 5.5%	Reduce by 5% (7,686)	5% year-on-year reduction
Resident' long-term sickness	5,600	Nomis (Jan - Dec 2014): Barnet 8.7%, London 15.7%	Reduce by 5% (347)	5% year-on-year reduction

[2] Excluding Brent Cross and Colindale

Thriving town centres				
Vacancy rates on high street	4.64%	5.11% (comparable boroughs)	Equal to comparable boroughs (no higher than 5.81%)	2.5% better than comparable boroughs

<table>

CHILDREN, EDUCATION, LIBRARIES AND SAFEGUARDING COMMITTEE

Safeguarding				
Number of children made subject to Child Protection Plans	Monitor	Barnet: 30.7 (per 10,000) London 47.4 (per 10,000) England: 53,7 (per 10,000)	Monitor	Monitor
Number of children made subject to Children Protection Plan for a second or subsequent time	Monitor	N/A	9%	Monitor
Number of children subject to Children Protection Plans for two or more years	Monitor	Barnet: 3.8% Statistical neighbours: 3.31% London: 2.8% England: 2.3%	Perform in line with statistical neighbours	Perform in line with national
Number of referrals to social care (per 10,000 of the under-18 population)	389.8	Statistical neighbours: 467.96 London: 477.90 England: 548.30	Monitor	Monitor
Number of children adopted	17	Statistical neighbours: 13	20	20
Percentage of children in London Borough of Barnet foster care	N/K	N/A	39%	53%
Percentage of care leavers age 19 – 21 in education, employment or training	49%	Statistical neighbours: 51% England: 45%	Top 10% in the country	Top 10% in the country

Education				
Percentage of pupils achieving 5 or more A*-C GCSE's including English and Maths	69% (provisional)	55% (national – provisional)	68%	Top 10% in the country
The percentage of primary pupils achieving end of key stage expectations in nationally reported subjects-two levels progress in reading between key stages 1 and 2*	94% (provisional)	91% (national – provisional)	94%	Perform in top 10% in country (currently 94%)
The percentage of primary pupils reaching achieving end of key stage expectations in nationally reported subjects-two levels progress in writing between key stages 1 and 2*	94% (provisional)	94% (national – provisional)	94.5%	Perform in top 10% in country (currently 96%)
Achievement gap between pupils eligible for FSM and their peers achieving end of key stage expectations in nationally reported subjects (Reading Writing and Maths) at Key Stage 2[3]	13%pts (provisional)	18%pts (national – provisional)	13%pts	Top 10% in the country
The percentage of looked after children making the expected level of progress in English between Key Stages 2 and 4*	15.6%	N/A	Perform in line with national average	Perform in top 10% in country
The percentage of looked after children making the expected level of progress in Maths between Key Stages 2 and 4*	15.6%	N/A	Perform in line with national average	Perform in top 10% in country
Percentage of primary schools rated as 'good' or better	90.9%	Outer London (87.1%), England (84.4%)	92%	100%
Percentage of secondary schools rated as rated as 'good' or better	87.5%	Outer London (83.2%), England (74.1%)	87.5%	100%

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[3] A new assessment regime for educational outcomes began in 2015/16. The targets for 2015/16 relate to assessments undertaken in the academic year 2014/15, with results reported in 2015.

Percentage of young people who are not in education, employment or training (16 to 18 year olds)	2.6%	Ealing (3.2%), Hillingdon (3.1%), Hounslow (3.3%)	2.3%	Top 10% in the country
Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place	N/K	N/A	50%	85%
Percentage of 17 year olds recorded in education and training (participation rates 17 year olds) (incl. part time) and work based learning	88.6%	Ealing (93.4%), Hillingdon (91.9%), Hounslow (93.2%)	91%	Top 10% in the country
Parenting				
Percentage of the target groups that are registered with the children centre within the area it serves	N/K	N/A	65%	Perform in line with government set target (set by Ofsted)
Libraries				
Library measures and indicators will be developed as part of the library review.				
COMMUNITY LEADERSHIP COMMITTEE				
Safe				
Level of crime across the Mayor's Office for Policing And Crime set of crimes (Burglary, vandalism, criminal damage, theft of / from motor vehicle, violence with injury, robbery, and theft from the person)	N/K	N/A	20% reduction	20% reduction
Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area	68% (Spring 2014)	N/A	68%	68%
Strong communities				
Percentage of residents who report feeling they belong to their neighbourhood	74%	78% (2012)	74%	77%

Active, involved communities				
Percentage of residents that volunteer at least once a month	25%	25% (national average, 2011)	29%	35%
Percentage of residents who agree that people pull together to help improve their area	49%	62% (2012)	51%	56%
ENVIRONMENT COMMITTEE				
Parks and green spaces				
Percentage of residents who are satisfied with parks and open spaces	70%	71% (Spring 2014)	72%	75%
Percentage of households which have used parks, playgrounds or open spaces in the last 12 months	83.45%	N/A	86%	90%
Recycling and waste				
Percentage of household waste sent for reuse, recycling and composting	38.0%%	Group average 33.32 (LAPS)	42%	50%
Percentage of residents who are satisfied with refuse and recycling services	80%	Refuse: 72% (London) Recycling: 79% (London)	80%	85%
Recycling participation (blue bin)	Monitor	N/A	75%	TBC
Highways, pavements and parking				
Percentage of residents who are satisfied with: • Repair of roads, and • Quality of pavements	• Roads: 28% • Pavements 38%	• Roads and pavements 38% (London)	• 35% Roads • 35% Pavements	• London average • London average
Percentage of residents who are satisfied with street cleaning	53%	56% (London)	58%	70%
Annual Programme relating to carriageway resurfacing schemes	100%	Barnet specific indicator	100%	100%

Annual Programme relating to footway relay schemes	100%	Barnet specific indicator	100%	100%
Highways defects made safe[4]	87%	N/A	100%	100%
Street cleanliness – reducing the percentage of unacceptable levels of litter and detritus	• Litter 2.67% • Detritus 9.17% (seasonal)	• Litter 5.18% • Detritus 6.72% (Q1 2015/16 - seasonal)	• Litter 3% • Detritus 14%	• Litter 3% • Detritus 10%
Parking				
Parking transaction in town centres and on street	515,560	N/A	1,650,326	1,715,865
Parking transactions in car parks	124,796	N/A	278,036	289,047
Percentage of residents who are satisfied with parking services	28%	34%	28%	London average
Regulatory services				
Compliance with planning application statutory timescales	76.5%%	Newham (97%), Brent (70%), Enfield (83%) and Haringey (76%)	75%	75%
Meet building regulation applications within statutory timescales	98.7%	N/A	94%	94%
Compliance with Environmental Health Service Standards (Priority 2)	97%	Ealing 75.7% (2013/14)	95%	95%
Compliance with Environmental Health Service Standards (Priority 1)	83.3%	Ealing 75.7% (2013/14)	100%	100%

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[4] This includes defects classed emergency (2 hours fix target), category 1 – includes potholes and other serious defect (48 hours fix target) and Category 2 defects (7 days fix target)

HOUSING COMMITTEE				
Housing growth				
Number of new homes provided in Barnet each year (net)	1,423	N/A	1,253	10,840
PUBLIC HEALTH AND HEALTH & WELLBEING BOARD				
Give every child the best start in life				
Smoking status at time of delivery	3.7%	16th lowest in England CCGs	5%	3%
Excess weight in 4-5 year olds (overweight or obese)	21.0%	N/A	21.0%	20.0%
Excess weight in 10-11 year olds (overweight or obese)	34.0%	N/A	34.4%	33.4%
Enable all children, young people and adults to have control over their lives				
Rate of hospital admissions related to alcohol	No comparable indicator in Q4	N/A	458.76 per 100,000	458.76 per 100,000
Smoking Prevalence	No comparable indicator in Q4	N/A	15%	13.5%
Create fair employment and good work for all				
Number of people with mental health problems who have accessed employment support programme	472	N/A	Pilot	To be established
Create and develop healthy and sustainable places and communities				
Physical activity participation	No comparable indicator in Q4	N/A	54%	55.6%
Strengthen the role and impact of ill health prevention				
Cumulative percentage of the eligible population aged 40-74 who have received an NHS Health Check	8,218	England 2.7%; London 3.4%; Barnet 1.5%	9,000 (8% of eligible population)	10% of eligible population

OUTSTANDING CUSTOMER SERVICE				
Providing high quality service				
Percentage of residents who are satisfied with the way the Council runs things	71%	70%	73%	75%
Percentage of residents who report that it is easy to access Council services	70%	N/A	70%	75%
Providing Value for Money				
Spend (total net per head)	New benchmarking measure	New benchmarking measure	Lowest 25% of comparable boroughs	Lowest 25% of comparable boroughs
Performance of services	New benchmarking measure	New benchmarking measure	Above benchmark for all services	Above benchmark for all services
Barnet as a great place to live				
Percentage of residents who are satisfied with Barnet as a place to live	87%	83%	90%	90%

TABLE B: CRITICAL INDICATORS (COMMISSIONING PLANS)

Measure	2014/15 outturn[5]	2015/16 target	2019/20 target
ADULTS AND SAFEGUARDING COMMITTEE			
Disabled working age adults with physical disabilities or sensory impairments			
Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	16.6	13.5	Top 10% in the country
Proportion of people with a direct payment	40%	41%	Top 10% in the country
Older People: Feeling Well, Enjoying Life			
Number of people who take up leisure services – participation of over 45s	N/K	20.4%	Increase
Proportion of people who use services, who reported that they had as much social contact as they would like	44.9%	Top 25% of comparable boroughs	Top 25% in England
Number of new telecare packages installed	299	430	800 (47% of all support packages)
Percentage of service users receiving ongoing services with telecare	13%	17%	47%
Older People Social Care Services			
Proportion of people who leave enablement with no care package	70%	63%	63%
Carers			
Number of residential admissions as a result of carer breakdown	N/K	Lowest 25% of comparable boroughs (high performance)	Lowest 25% of comparable boroughs (high performance
Carer assessments resulting in information, advice and services	39.18%	Top 25% of comparable boroughs	Top 25% of comparable boroughs
Leisure services			

[5] 2014/15 outturn related to either Q4 2014/15 or Annual 2014/15

Measure	2014/15 outturn[5]	2015/16 target	2019/20 target
Increasing participation in sport and physical activity	N/K	Top 25% of comparable boroughs	Top 25% of comparable boroughs
Increasing residents' satisfaction with the Council's provision	71%	Top 25% of comparable boroughs	Top 25% of comparable boroughs
Cross-cutting issues			
Number of safeguarding adults alerts	764	Monitor	Monitor
Number of people meeting their outcomes at support plan review	92.89%	90% <	Maintain
Overall number of contact events into Social Care Direct	41908	Monitor	Monitor
Percentage of Social Care Direct customers who are satisfied or very satisfied with the service they have received post resolution	81%	85%	85%
Number of repeat callers with the same issue	N/K	Monitor	Monitor
Percentage of customer contacts into Social Care Direct resolved at first point of contact	53%	Monitor	Monitor
Percentage of customer contacts into Social Care Direct passed to adult social care	22% (as at Dec 2014)	Monitor	Monitor
ASSETS, REGENERATION AND GROWTH COMMITTEE			
Growth and Regeneration			
Number of empty properties brought back into residential use	130	100	Sustain
Number of jobs	Monitor	Monitor	Increase
Entrepreneurial Barnet			
Business survival rate	6.3%	Increase by 2%pts more than the average increase in business survival rate achieved in the same period by comparable boroughs	Increase
Vacant high street properties	0.5%	Maintain the baseline	Decrease
Planning Compliance	76.5%	75%	Increase

Measure	2014/15 outturn[5]	2015/16 target	2019/20 target
Compliance with Environmental Health Service Standards (Priority 1)	83.3%	100%	Sustain
Compliance with Environmental Health Service Standards (Priority 2)	97%	95%	Sustain
Appropriate response to statutory deadlines in relation to the Licensing and Gambling Act (dealt with to pre-set standards)	98%	90%	Sustain
Average time taken to process requests for Full Official Searches (online and post) in Land Charges (days)	2.14 days	3 days	Sustain
Re – Service satisfaction	51%	54.83% (based on 7.5% average improvement)	Increase
Asset management			
Running costs of estate (like-for-like assessment)	KPIs set within CSG contract	TBC	TBC
CHILDREN, EDUCATION, LIBRARIES AND SAFEGUARDING COMMITTEE			
Education			
Persistent absentees as a percentage of all pupils in primary schools	2.8%	2.6%	Perform in top 10% in country (currently 2.1%)
Persistent absentees as a percentage of all pupils in secondary schools	4.2%	4.2%	Remain in top 10% in country (currently 4.3%)
Percentage of on – time applicants who are offered a primary place at one of their top three schools of preference.	91.9%	92%	Perform in line with statistical neighbours
Children with disabilities, SEN and high needs, CAMHS			
% with level 4 or above at KS2 (Reading, Writing and Maths) - pupils with an Education, Health and Care Plan or statement of special educational needs	N/K	23%	Remain in top 10% in the country (currently 23%)
Percentage achieving 5 or more A* to C GCSE (incl. English & Maths) -pupils with an Education, Health and Care Plan or statement of special educational needs	N/K	12.6%	15%

Measure	2014/15 outturn[5]	2015/16 target	2019/20 target
Satisfaction of children and parents with services for disabled children and their families	N/K	To be set with the development of the 0-25 disabilities service	
Looked after children and young people			
Average length of care proceedings (weeks)	26	In line with national expectations (currently 26 weeks)	In line with national expectations (currently 26 weeks)
The average time between a child entering care and moving in with its adoptive family (days)	451	487	In line with DfE scorecard
Percentage of children in external residential placements	12.1%	9.2%	5.5%
Percentage of children in care with three or more placements during the last 12 months	5.5%	10%	Perform in top 10% in country (currently 8%)
Safeguarding and Children In Need			
Number of new Common Assessment Frameworks opened in quarter	Monitor	100	150
Annual social care quality assurance report	Monitor	Improvement on baseline	Year on year improvement
Family and youth support			
Percentage of early years providers in the borough achieving 'good' or 'outstanding' Ofsted judgement'	76%	78%	85%
Proportion of common assessment framework episodes closed when family needs met	N/K	To be set when further trend data available	To be set when further trend data available
Number of first time entrants to the Youth Justice System aged 10 to 17 (per 10,000 of the population).	282	330	315
Young offenders in education, training or employment	77%	75%	80%
Libraries			
Library measures and indicators will be developed as part of the library review.			
COMMUNITY LEADERSHIP COMMITTEE			

Measure	2014/15 outturn[5]	2015/16 target	2019/20 target
Community Safety			
Number of repeat victims of domestic violence.	8.9%	Decrease	Decrease (No target set)
Domestic violence with injury sanction and detection rates.	55%	Increase	Increase (No target set)
Percentage of people reporting the extent to which they are very/fairly worried about ASB in their area.	26%	Decrease	Decrease (No target set)
Number of hate crimes reported	50	Increase	Increase (No target set)
Repeat offending of those on the probation caseload	N/K	Decrease	Decrease (No Target set)
% of respondents to the Residents' Perception Survey who agree that people from different backgrounds get on well together in Barnet.	85% (2014)	86%	Remain at or above 85%
% of respondents to the Residents' Perception Survey who feel that there is not a problem/not a very big problem with people not treating each other with respect and consideration.	78% (2014)	N/A	Remain at or above 78%
Community Participation			
Residents responding 'A great deal/To some extent' to Residents' Perception Survey question: The Council acts on the concerns of local residents.	51% (2014)	50%	52%
Residents responding 'Very strongly/Fairly strongly' to Residents' Perception Survey question: How strongly do you feel you belong to your neighbourhood?	78% (Spring 2015)	74%	77%
Residents responding 'Strongly agree/Tend to agree' to Residents' Perception Survey question: To what extent would you agree or disagree that people pull together to help improve their area?	52% (Spring 2015)	51%	56%
Number of volunteer-led initiatives such as Adopt a Place up and running	N/K	23	45

Measure	2014/15 outturn[5]	2015/16 target	2019/20 target
Number of registered charities registered as suppliers with the Council	N/K	1,980	2,500
Emergency planning			
Suite of indicators for emergency planning based on survey methodology			
ENVIRONMENT COMMITTEE			
Parks and green spaces			
Measure of revenue return on parks capital value	To be developed post Parks Strategy	N/K	TBC
Recycling and waste			
Waste tonnage – residual per household	635 kg per HH	590.85kg per HH	502kg per HH
Waste tonnage – recycling per household	310.32kg per HH	427.97kg per HH	502kg per HH
Highways			
Percentage concerned about litter/dirt in streets (in top 3)	19% (Spring 2014)	19%	10%
Implementation of the annual programme relating to highway safety inspections	100%	100%	100%
Percentage satisfied (street lighting)	68%	72%	72%
Percentage concerned about roads and pavements (in top 3)	38% (Spring 2014)	TBC	20%
Parking			
Response processing in time	N/K	99%	99%
Percentage concerned about traffic congestion	18% (Spring 2014)	Maintain	Meeting London average – 18%
Regulatory Services			
Customer satisfaction (Env Health)	N/K	70%	75%
Compliance with Licensing Requirements for HMOs	61.9%	60%	90%

Measure	2014/15 outturn[5]	2015/16 target	2019/20 target
Food sampling inspections	100%	100%	100%
Appropriate response to statutory deadlines	100%	100%	100%
Street cleansing			
% satisfied (street cleansing)	53%	58%	70%
% concerned about litter/ dirt in streets (in top 3)	19%	17%	10%
Cemeteries and Crematoria			
Meeting religious burial needs	95%	95%	95%
Charter for the bereaved	Silver	Gold	Gold
HOUSING COMMITTEE			
Increasing Housing Supply and Delivery of Affordable Housing			
Additional Homes provided on HRA land	N/A	40	500 additional homes provided by 2019/20
% of New Build homes that are affordable	N/A	40%	40%
Reduction in those considering affordable housing as a concern in residents' survey	28% (Spring 2014)	Monitor	Reduce to average for London by 2020 (Barnet 6% above London Average Spring 2014)
Council Housing and Housing Needs Services and Tackling Homelessness			
Percentage of respondents very or fairly satisfied with the service provided by their social housing provider	N/K	No less than 81% annually	No less than 81% annually
Numbers in Emergency Temporary Accommodation (ETA)	455	No more than 500 at financial year end	No more than 500 at financial year end
Number of households living in Bed and Breakfast	192	0	0
Sustaining quality in the Private Rented Sector			
Housing Health and Safety Rating System	N/K	165	Category 1 hazards reduced in 165 properties
HMOs licensed in 90 days or less	100%	60%	60%

Measure	2014/15 outturn[5]	2015/16 target	2019/20 target
Licensed HMOs with expired major conditions are complied with or enforcement action is taken against owners	N/K	60%	60%
Number of accredited landlords	N/K	N/K	5% increase in the number of accredited landlords
Licensed premises	61.9%	60%	Total number of licensed premises is increased by 20 annually
Providing suitable housing to support vulnerable people			
Provide additional integrated specialist housing including extra care	N/K	52 additional units	100 additional units
Provide additional wheelchair housing	N/K	10% of new housing provision	10% of new housing provision
Provide additional 'lifetime homes' housing	N/K	N/K	100% of new housing provision
PUBLIC HEALTH AND HEALTH & WELLBEING BOARD			
Give every child the best start in life			
Additional measures to reflect early years – breast feeding, breast feeding at 6 – 8 weeks, and early years development and school readiness	Basket of measures	Basket of targets	Basket of targets
Enable all children, young people and adults to maximise their capabilities and have control over their lives			
Percentage of active adults	N/K	54%	55.60%
Excess weight in adults	N/K	N/K	Decrease
Create and develop healthy and sustainable places and communities			
% of people with needs relating to STIs who are offered an HIV test at first attendance (excluding those already diagnosed HIV positive).	N/K	97%	97%
% of people with needs relating to STIs who have a record of having an HIV test at first attendance (excluding those already diagnosed HIV positive).	N/K	80%	80%

Measure	2014/15 outturn[5]	2015/16 target	2019/20 target
% of people with needs relating to STIs contacting a service who are offered to be seen or assessed with an appointment or as a 'walk-in' within two working days of first contacting the service.	N/K	98%	98%
Basket of measures to reflect successful treatment - opiate users and alcohol users			

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Performance and Contract Management Committee

7 January 2016

Title	**ICT Operations – ITIL Methodology Assessment**
Report of	Chief Operating Officer
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	Jenny Obee, Head of Information Management jenny.obee@barnet.gov.uk, Tel: 020 8359 4859 Micailah Fleming, IT Director micailah.fleming@capita.co.uk

Summary

At the Audit Committee meeting on 30 July 2015 the committee resolved to request the Chief Operating Officer to look into whether Capita Customer Support Group (CSG) followed ITIL (Information Technology Infrastructure Library) methodology and to provide a report to the next meeting. Accordingly, a report was provided to the Audit Committee meeting on 5 November. At that meeting officers undertook to provide responses to questions arising from the committee's discussion. These answers were circulated amongst members of both the Audit Committee and Performance and Contract Management Committee (PCMC) to facilitate further discussion of the matter in the context of CSG performance monitoring at the PCMC meeting on 17 November.

This report provides updated information on the original Audit Committee report, taking into account further questions raised at PCMC on 17 November.

Recommendation
That the Performance and Contract Management Committee:

a. **consider and comment on the content of this report; and**

b. **note 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.**

1. WHY THIS REPORT IS NEEDED

1.1 At the Audit Committee meeting on the 30 July 2015 the committee resolved to request the Chief Operating Officer to look into whether Capita Customer Support Group (CSG) follows ITIL (Information Technology Infrastructure Library) methodology, and to provide a report to the next meeting. The report was requested following three IT incidents which occurred in April 2015 impacting on the collection of income by Barnet Homes for tenants.

1.2 ITIL is a set of best practices for IT service management that allows organisations to align their IT services ensuring they meet the current and changing requirements of a business.

1.3 ITIL processes are often used to underpin and support ISO20000, which is the international standard for IT service management.

1.4 Within the CSG contract, Capita were committed to achieving alignment to ITIL version 3 ICT processes and procedures. This commitment was intended to ensure the transition of ICT services continued to progress towards ITIL alignment, as had been initiated by the council prior to the CSG contract.

1.5 This commitment was changed (after the contract was signed) to deliver ISO20000 standard ICT service delivery. CSG requested this change, which the council agreed, as it meant that the council would gain improved ICT audit options which were more closely aligned to an industry standard formal framework.

Context

1.5.1 In April 2015, three IT incidents occurred which impacted the collection of income by Barnet Homes for tenants. These involved:
   a) the failure of the direct debit run for rental payments on 1 April 2015 which had to be subsequently collected on 20 April;
   b) Paypoint income transactions not passing through correctly from the cash management system to the rent and service charge system; and
   c) the Department for Work and Pensions (DWP) income transactions not passing through correctly from the cash management system to the rent and service charge system.

1.5.2 It was following the discussion of the paper explaining these incidents that the Audit Committee on 30 July 2015 requested further information on the

adherence to ITIL best practice within IT, as these incidents partly arose through errors not being picked up at the IT Change Advisory Board (which is a best practice component within ITIL).

The change to contractual commitment T3-118

1.5.3 Under the commitments in the CSG ICT Contract, the following commitment (T3-118) was originally made: "The Service Provider will, on or before 5 months [i.e. February 2014] following the Service Transfer Date achieve alignment to ITIL version 3 IS processes and procedures within the IS Service operation as set out in Schedule 2, Service Delivery Plans, IS Service."

1.5.4 The wording of this commitment (T3-118) was changed (Change Request CR045) to allow CSG to demonstrate best practice in ICT operations, and to be able to provide evidence of alignment. The commitment wording was therefore changed to: "The Service Provider will, on or before 16 months [i.e. January 2015] following the Service Transfer Date achieve adoption of Capita's ISO20000 standard within the IS Service operation as set out in Schedule 2, Service Delivery Plans, IS Service."

1.5.5 The change in timescales for the commitment to be achieved (from within the first 5 months of the contract to within 16 months) was in recognition that the IT service was focussed on delivering a number of transformation projects, such as the implementation of a new data centre for the council. While this delayed the overall timescale for achieving the commitment, progress in this area did not remain static as IT continued to implement ITIL processes in continuation of the work which had been initiated before the initiation of the CSG contract.

1.5.6 Changes to commitments (and other contract changes) are reviewed for their operational aspects by the council's Senior Responsible Owner (SRO) for that service and the council's Commercial Team for contractual impacts. Change requests are tracked and agreed by both sides of the partnership and are listed quarterly as part of the published performance reports.

1.5.7 ISO20000 is the first international standard for IT service management, and is modelled on the principles of ITIL. The purpose of ITIL is to provide advice on best practices in IT service management. It includes options that may be adopted and adapted by organisations according to business need and local circumstances. While ITIL qualifications are available for individuals, ISO20000 was conceived as a way to fill the gap for organisations to prove that they are working towards ITIL best practice. ISO20000 therefore sets the standards that service management processes should aim for and ITIL sets out good practices that, if adopted, would assist service management to achieve the quality defined in ISO20000.

1.5.8 The wording of the ICT commitment has been changed to allow the council a better approach for showing alignment with the commitment. The council is now in a strong position to conduct both internal and industry standard formal audits for ITIL and ISO20000 alignment.

Internal Audit Plan

1.5.9 It had been planned to instruct an Internal Audit to assess CSG's alignment to obligations in relation to ISO20000 as part of the Internal Audit plan for 2016/17; this has now been brought forward to the final quarter of 2015/16 and will be undertaken by a specialist IT auditor. While IT service management has not been party to an internal audit over the last three years, other aspects of the IT service have been audited. This includes audits on IT access controls, SAP data migration and information security.

1.5.10 The following staff within the IT team hold ITIL qualifications: IT Director; IT Operations Manager; Service Delivery Manager; Technical Applications Manager (Head of Application Support); Incident and Major Incident Manager; Service Desk Manager; Change Manager; Infrastructure Manager; Security Manager; and Desktop Team. In terms of personnel within these roles, CSG have had four IT Directors since the start of the contract – one on an interim arrangement (now permanently in the Director of Operations role) and one who quickly found alternative employment in a new external role. All other individuals have been the same since before the contract began with two of these being new roles since the contract was initiated (Operations Manager and Incident and Major Incident Manager).

1.5.11 Following the incidents which occurred in April 2015, it has been questioned why the same person completed the development release cycle from 'sandpit' to test and then to the live environment, as this seems to invite errors. Depending on the complexity and criticality of the system and the nature of the change, it is often required that a subject matter expert oversees the end to end implementation process. In the example of the issues experienced in April, testing, peer reviews and sign off were carried out by all key stakeholders including representatives of the business. CSG IT currently have a peer review process in place; however this will be reviewed going forward with the intention of passing on the recommendation received by Councillor Cooke around securing different resource when performing similar changes.

1.5.12 Furthermore, Councillor Cooke has questioned what systems analysis procedures are in place, in particular relating to understanding dependencies and stakeholder engagements when making changes to systems. Subject matter experts covering each system, IT service or infrastructure make up the relevant IT technical teams including, in this example of the April incidents, the application support team.

1.5.13 There are a number of processes and working practices in place which ensure dependencies between systems and their environments including data is clearly defined and understood. Some examples include support documentation identifying all dependencies between systems and their environments including the data workflow. Where a change request is raised against a system the change management process will identify all dependencies and trigger engagements with the relevant stakeholders (system / business owner) who are required to be part of the change approval process.

1.5.14 All identified stakeholders remain involved during the life cycle of all changes through to implementation, testing and sign off (or roll back if required). There is a dedicated Change Manager overseeing and ensuring change management procedures are followed and the correct stakeholders are engaged with.

Overview of Compliance to ISO20000

1.5.15 The table below sets out the elements of ISO20000 and supporting ITIL processes, and the status of CSG's IT Service Management alignment.

ISO 20000 category	Alignment to ITIL	Compliance	Continual Service Improvement areas
Design and transition of new or changed services: Plan new or changed services Design and development of new or changed services Transition of new or changed services	Service strategy, Service design, Service transition processes	Service reporting and service level management procedures are in place.	Future projects are being designed with a greater emphasis on business change with a focus on the benefits intended for the users, rather than more of a technical IT delivery.
Service delivery processes: Service level management Service reporting Service continuity and availability management Budgeting and accounting for services Capacity management Information security management	Service level management, Continuity management, Availability management, Financial management for IT services, Capacity management, Demand management, Information security management	The following procedures and/or working practices exists: Service level management reporting, Budgeting and accounting process, Capacity management process Security incident management policy.	The IT Service Level Key Performance Indicators are being reviewed to ensure they continue to be appropriate (to be concluded Q4 2015-16)

ISO 20000 category	Alignment to ITIL	Compliance	Continual Service Improvement areas
Relationship processes: Business relationship management Supplier management	Business relationship management Supplier management	Business relationship management and supplier management processes exist.	It has been agreed to review current relationship and service review meetings to improve the level of communications and breadth of engagement with the Council. This includes having regular Service Delivery meetings with the Council's Delivery Units. The value and benefits of these meetings will be regularly reviewed and amended where necessary. (to be concluded Q4 2015-16)
Resolution processes: Incident and service request management Problem management	Incident management, Service request fulfilment Problem management	The following procedures and working practices are in place: Incident management. Major incident management. Problem management.	Communications are to be reviewed in relation to Problem Records, ensuring a greater visibility to key stakeholders in the Council. (to be concluded Q4 2015-16)
Control processes: Configuration management Change management	Service asset and configuration management Change management Release and	The following procedures and working practices are in place Configuration management, Change management Release. Configuration management database	The Configuration Management Database will be loaded into the IT service desk management system (ServiceNow) (to be concluded Q4 2015-16)

ISO 20000 category	Alignment to ITIL	Compliance	Continual Service Improvement areas
Release and deployment management	deployment management	The Change Advisory Board meets weekly, with Emergency Change Advisory Boards as required. A forward schedule of change exists and releases will be marked where appropriate.	

2. REASONS FOR RECOMMENDATIONS

2.1 The report is intended to address questions raised by members about a change to a commitment contained within the CSG contract.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 None

4. POST DECISION IMPLEMENTATION

4.1 The council intends to instruct an Internal Audit to assess CSG's alignment to obligations in relation to ISO20000 in the final quarter of 2015/16.

5. IMPLICATIONS OF DECISION

5.1 **Corporate Priorities and Performance**

5.1.1 ITIL aligned IT service management processes and procedures help to ensure the efficiency of IT service delivery. This supports the Corporate Plan priority of ensuring that services are delivered efficiently to get value for money for taxpayers.

5.2 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 None

5.3 **Social Value**

5.3.1 Not applicable.

5.4 **Legal and Constitutional References**

5.4.1 The Council's Constitution, in Part 15 Annex A, Responsibility for Functions, states the functions of the Performance and Contract Management Committee include (amongst other responsibilities):

a) Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.

b) Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group (Including Barnet Homes and Your Choice Barnet); HB Public Law; NSL (Parking Contractor); Adults and Communities; Family Services; Education and Skills; Streetscene; Public Health; Commissioning Group; and Assurance.

c) Receive and Scrutinise contract variations and change requests in respect of external delivery units.

d) To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.

e) Specific responsibility for the following function within the Council:
   a. Risk Management
   b. Treasury Management Performance

f) Note the Annual Report of the Barnet Group Ltd.

5.5 **Risk Management**

5.5.1 None

5.6 **Equalities and Diversity**

5.6.1 None

5.7 **Consultation and Engagement**

5.7.1 None

5.8 **Insight**

5.8.1 None

6. **BACKGROUND PAPERS**

6.1 None

AGENDA ITEM 9

Performance and Contract Management Committee

7 January 2016

Title	**Performance of the Customer and Support Group (CSG)**
Report of	Chief Operating Officer
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix 1: Overview of the performance of Customer and Support Group Appendix 2: Customer and Support Group performance data Appendix 3a: Expenditure with CSG explanatory note Appendix 3b: Expenditure with CSG Appendix 4: Web improvement plan
Officer Contact Details	Philip Hamberger, Partnership Relationship Manager, LBB Philip.hamberger@barnet.gov.uk Tel: 0208 359 5688 Tom Pike – Strategic Lead Programmes and Performance, LBB Tom.pike@barnet.gov.uk Tel: 0208 359 7058

Summary

This report provides the Committee with an overview of the performance of the Customer and Support Group, including a briefing on overall performance, successes and challenges and where actions are in place to further improve performance.

In addition, the report provides further information on the performance of the Council's website and an improvement plan setting out steps to be taken to improve customer experience.

Recommendations

1. **The Committee is asked to note the report provided in respect of performance of the Customer Services Group.**

2. **That the Committee request a further report on the progress of the website improvement plan to a future meeting of the Committee.**

3. **The Committee request a further progress report on the steps taken to improve IS support to Members at a future meeting of the Committee.**

1. WHY THIS REPORT IS NEEDED

1.1 The Performance and Contract Management Committee (P&CM) met on the 17 November 2015, reviewing overall performance of Council services. It was requested a more focused review of the performance of the Customer and Support Group (CSG) to be provided for this meeting. This report also provides context to a further report to be considered by P&CM Committee on 7 January, the fundamental service review of the CSG contract.

1.2 A detailed report on the overall performance of the CSG contract is provided as Appendix 1. In addition, the current performance against the CSG contract is provided as Appendix 2. Appendix 4 provides further information on the performance of the Council's website and actions to be taken to improve performance.

2. REASONS FOR RECOMMENDATIONS

2.1 To enable scrutiny of the information requested and to allow more detailed discussion and feedback from the Committee on the position reported.

2.2 To receive further reports confirming that actions planned have resulted in improvement.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

4.1 This will be dependent on the feedback received from the Committee.

5. IMPLICATIONS OF DECISION

5.1 **Corporate priorities**

5.1.1 This report presents the performance of the Council at meeting the measures of success for the Corporate Priorities, specifically those set through the CSG contract.

5.1.2 The past three years of performance information is available at: www.barnet.gov.uk/performance

5.1.3 Robust budget and performance monitoring are essential to ensuring that there are adequate and appropriately directed resources to support delivery and achievement of Council priorities and targets as set out in the Corporate Plan and associated delivery arrangements including contracts.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 Robust budget and performance monitoring plays an essential part in enabling the organisation to deliver its objectives efficiently and effectively.

5.3 Social Value

5.3.1 The Committee is advised that the Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 Legal and Constitutional References

5.4.1 The Council's Constitution, in Part 15 Annex A, Responsibility for Functions, states the functions of the Performance and Contract Management Committee include (amongst other responsibilities):

    a. Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.

    b. Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group (Including Barnet Homes and Your Choice Barnet); HB Public Law; NSL (Parking Contractor); Adults and Communities; Family Services; Education and Skills; Streetscene; Public Health; Commissioning Group; and Assurance.

    c. Receive and Scrutinise contract variations and change requests in respect of external delivery units.

    d. To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.

    e. Specific responsibility for the following function within the Council:
- Risk Management
- Treasury Management Performance

    i. Note the Annual Report of the Barnet Group Ltd.

5.5 Risk Management

5.5.1 Risks with a rating of 12 or above are reported as part of the Council's

quarterly performance monitoring process.

5.5.2 The Council maintains its own separate risk logs for all major contracts, which are informed by the risks reported by each partner. The Council's risk log for each contract are published in the council's quarterly performance reports and reported internally and externally as part of the routine performance cycle. Each partner reports their risks at least monthly to the Council for review by the commercial team and respective contract boards.

5.6 **Equalities and Diversity**

5.6.1 Each contract places obligations on our partners to support the Council in carrying out its public sector equality duty (as set out in the Equality Act 2010).This means having due regard to the need to:

   a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;

   b) advance equality of opportunity between those who share a relevant protected characteristic and those who do not;

   c) foster good relations between those who share a relevant protected characteristic and those who do not.

5.6.2 The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent.

5.6.3 Effective contract management is vital to ensuring that the Council's duties under the Equality Act 2010 are supported by its partners. Equality performance is monitored by collecting data on service usage, customer feedback and specific performance indicators. Where service changes affecting residents or service users are proposed, equality impact assessments will be undertaken, and where needed, these will include consultation with residents or service users.

5.7 **Consultation and Engagement**

5.7.1 None

5.8 **Insight**

5.8.1 None

6. **BACKGROUND PAPERS**

6.1 None

Appendix 1: Overview of the Performance of Customer and Support Group

1. Introduction

At the last meeting of the Performance and Contract Management Committee, Members asked for a further report on the current performance of the Customer and Support Group (CSG).   This report summarises the objectives of the contract, the current performance, key achievements, a summary of the status of each service within the contract and identifying where there are either performance challenges or opportunities for further improvement.

It is intended to help Performance & Contract Management Committee (P&CM) to examine the performance of CSG in the round and offer a view about what is working well, what is working less well and where this is the case an assessment of whether these are problems are under control and the actions required to achieve resolution.   Officers from the Commissioning Group and CSG will be at the meeting to run through the detail and answer any questions.   This report should also set the context for the report to P&CM on the year 3 contract review for the CSG contract.

2. Background

The Customer and Support Group contract started in September 2013. This was established to:

- Significantly and quickly reduce the cost of the council's back-office and high volume customer service arrangements.
- Modernise the Council's IT infrastructure (network, servers, telephony) and service systems (finance, HR, procurement etc.) so that they are more reliable and so that they support the council in making further improvements in productivity (including, but not limited to accommodation savings and further supply chain savings).
- Significantly improve customer service performance and satisfaction.
- Build and then utilise data and insight drawn from improved systems and data to further improve customer operations and enable better commissioning decisions.

There are significant financial and non-financial benefits to be delivered by this contract, including:

2.1. Financial

The CSG project was expected to deliver a minimum saving of 11% on the cost to the council over the ten years, equivalent to £40m. The objective has been significantly exceeded in the agreement of the CSG contract, the final benefits being as follows:

- A guaranteed core service price reduction of 18.1% during the life of the contract, equivalent to £70m;
- a guaranteed operational net cost reduction by year 10 of 45%; and
- a guaranteed net financial benefit of £125.4m including procurement savings and income collection guarantees.

These objectives are being delivered. To date, the cost of back office functions has reduced by £6m per year, £4.3m procurement savings have been achieved and a further £3.1m additional Council Tax income has been collected. Appendices 3a and 3b give a more detailed report on the delivery of savings from the Council's strategic partnership with Capita. Overall, Barnet has the third lowest cost of back office and corporate services in London (per head).

2.2. Non-financial

- A single point of contact for all customer enquiries;
- a better and more consistent quality of customer service within the council;
- more issues will be resolved on first contact and we will be able to respond more quickly to those we can't answer immediately;
- residents and customers will be able to provide information to the council once, which will then be used to provide a range of services;
- residents and customer will be able to access council services in a number of new ways, making the best use of new technology; and
- new systems and processes will provide stability and support the council in making further improvements in productivity.

Significant progress has been made towards improving customer service benefits. The website has been refreshed and 'My Account' launched with over 12,000 users. Customer satisfaction has increased from 52% to 70% and a higher proportion of calls are answered with more dealt with at the first point of contact. But there are areas for improvement: improving the technology and content on the website, aiming to make Barnet's website the first choice for our customers; resolving a higher proportion of resident's queries at the first point of contact; embedding improvements to Members Enquiries.

In addition, CSG have made progress in delivering significant changes to how back office services are provided. CSG have refreshed the Council's servers and relocated them to a resilient data centre, increasing stability and resolving more ICT incidents. To achieve the required savings, CSG have relocated services to 10 other sites and implemented 18 new systems. The partnership has enabled other productivity gains, such as £5.4m per annum savings from consolidation of office accommodation, supply chain savings (as above) and support to enable services to change. However, there are areas where the Council requires further improvement from CSG services. This includes: ensuring that sufficient capacity and capability is in place within the Estates service to deliver actions from the Community Asset Strategy including renewals of leases and other reviews; ensuring HR improvements are embedded, including full utilisation of self-service, and stronger reporting to management teams; improving capacity and approaches to IS projects; and enhancing experience and satisfaction of internal service users. More detail on the achievements and challenges is included in section 4 of this paper.

In order to achieve these benefits, the Customer and Support Group have been working with the Council to effect significant transformation of the services. This was the largest scale change programme the Council has delivered. The original plan was to deliver changes within a 12 month period after the start of the contract. This was shorted to 6 months, as a result of the Judicial Review of the decision to award the contract, and meant a significantly accelerated implementation in spring and summer 2014.

3. Clienting and contract management arrangements

Under the Council's Constitution and Scheme of Delegation, the Performance and Contract Management Committee receives regular reports on CSG as it has responsibility for monitoring of performance against targets by Delivery Units and Support Groups including the Customer and Support Group.

3.1 Reporting to Performance and Contract Management Committee

The Committee has previously received information on the performance of the Customer and Support Group through the Quarterly Budget and Performance Monitoring report, highlighting overall performance, high-level successes and challenges, customer experience and by exception reporting, further information where there are exceptional areas of underperformance which require improvement plans. The Committee has also received additional reports setting out the overall performance of the CSG services after almost one year of the contract (reported in July 2014); the Council's arrangements for clienting this and other contracts (February 2015); and further action plans to improve Members' IT and Members' Enquiries services. A further paper on actions to be taken to improve the Council's online customer service and website is also appended to this report.

3.2. Internal contract management arrangements

The performance of the CSG contract is monitored and managed by two Partnership Operations Boards (POBs). POB are attended by representatives from both LBB and Capita and chaired by the Council's Commercial & Customer Services Director (or named delegate in the absence of this post). There is a POB for Performance and one for Projects, each formally monitors CSG's performance, overview of delivery against its contractual commitments and obligations. These Boards meet monthly.

The Partnership Operations Boards report to Strategic Partnership Board (SPB). The key function of SPB is to provide the overall direction, look at how services can develop to meet the needs of the Council, and have financial oversight of the

provision of the Services. The SPB meets quarterly and is attended by senor staff from CSG and the Council and is chaired by the Council's Chief Executive.

The Council also has in place a Commercial Team to manage the contract, supported by Service Matter Experts who work within the Council's Commissioning Groups. These Service Matter Experts are commonly referred to as Senior Responsible Officers (SRO). The role of the Service Matter Experts is:

- To retain expertise in CSG Service.
- Oversee the quality aspect of the service.
- To take ownership of Council strategies relevant to CSG (information management, customer access strategy, budget strategy, Council Tax support, asset management, community assets, procurement, workforce).
- To act as the key link between the CSG services and the Council.

The Commercial Team and SROs work together to scrutinise the CSG performance and where appropriate apply challenge. The lead commissioning role for CSG is split between the Resources Director and the Commercial & Customer Services Director. Interim arrangements have been in place pending the arrival of a new Commercial & Customer Services Director.

3.3. Performance management framework for CSG

Customer and Support Group contract performance is underpinned by a strong performance mechanism, ensuring targets are in place for the duration of the contract. These targets covered 'Super KPIs' which commit Customer and Support Group to achieving outcomes which benefits residents, Members and the internal needs of Council services. A wider group of Key Performance Indicators (KPIs) are in place to focus CSG on delivering and improving core services to agreed standards, incentivising improvement and are linked to service credits (deductions) for under performance. Underneath this are a broader set of Performance Indicators (PIs) which give further detail on the performance of services, and can be escalated to become Key Performance Indicators where required. There are: 10 Super KPIs;

31 Key performance indicators (KPIs); and 91 Performance Indicators (PIs) across 7 service areas.

The performance indicators demonstrate the required performance of the Services. KPIs and Super KPIs are contractually bound and any changes are managed via the change protocol set out in the contract. An update on these is provided in Appendix 2 and further information is given in Section 6 of this document.

Performance data is collected and processed in accordance with the appropriate methodology, guidance, policy and good industry practice. The performance is then subject to monthly, quarterly and annual review. If the Council is not satisfied with performance from CSG it can make a written request for resolution of its concerns or rectification.

Where performance and or actions do not meet the agreed expected outcomes the contract describes a number of actions that can be applied which include discussion and escalation through governance mechanism, service credits applied, step-in or even breach of contract. Improvement notices (known as remedy notices) have been served, with reference to the areas of performance weakness referenced in quarterly reports this Committee, with resulting action plans put in place and delivered – or in delivery – to achieve improvement.

I. A fuller report on the application of service credits was given to Performance and Contract Management Committee in February 2015. All service credits applied are published as part of the detailed quarterly Customer and Support Group performance report. To date service credits of £298,000 have been applied since the contract started, in instances of underperformance against Key Performance Indicators.

II. In addition, the Council has required improvement plans (via remedy notices) for HR and IS services in May 2014. This was in response to challenges within HR, including accuracy of payroll and stability of operations post roll-out of the new HR systems and service centres, and ensuring effective strategic advice is in place. For IS, this related to telephony weaknesses in 2014 and effective delivery of IS projects. The Council also issued remedy notices for HR and Customer Services in May 2015. For HR, this related to payroll accuracy, strategic advice including work to support the Council to reduce

absence, and underperformance against KPIs. For Customer Services, this related to delayed work on transformation commitments – including the Customer Access Strategy – as well as the bedding in of new PIs and advocacy to work with service areas to improve customer experience.

In response to the Improvement (remedy) notices that the Council required, CSG have provide responses and remedial action plans against which service performance was and is monitored. These plans have been scrutinised and agreed. Delivery against the plans has been and continues to be monitored at commercial, client and board level.

4. Performance update

The Capita and Barnet Council's CSG Partnership has delivered some real tangible benefits to Barnet. While there have been challenges to work through CSG have focused to address these and these have been worked through. The partnership has achieved significant benefit and gives the platform for future success.

CSG and the council agreed ambitious objectives from the start of the contract. These objectives were deliberately broad and challenging and CSG have worked hard towards achieving them. In many respects, the services are greatly different from two years compared with the time prior to the CSG contract.

4.1. Successes

Major partnership successes to date include:

- Customer satisfaction has increased from 52% to 70%.
- Refreshed the website and delivered a resident online account, with over 12,000 residents registered in the first 9 months. Marketing campaign expected to increase take-up.
- Moved 26 processes to being dealt with the first point of contact, improving customer experience.
- We answer over 95% of calls are answered up from 90%.
- The processing of new benefits claims in less than 9 days.

- CSG services now cost £6m a year less to run.

- £4.3m of procurement savings delivered.

- Receiving an unqualified Audit Opinion for the Council's annual accounts, which were produced a week faster than previously.

- Resolving 94.5% of ICT incidents within SLA, at the first point of contact up from 81.4%.

- Relocating services to 10 other sites and implementing 18 new systems.

- Refreshing the Council's servers and relocated them to our resilient data centre, increasing stability.

- Putting in place an Insight function to provide rich customer and other data to inform services changes to be considered by Committees.

- Completed the Council office consolidation, these moves will save £5.4m pa.

- CSG Revenues and Benefits have collected £3.1m extra additional Council Tax to November 2015 compared with the previous year collection.

- Key strategies delivered with the Council, including the Customer Access Strategy (being reviewed at P&R Committee in December) and Community Asset Strategy.

These achievements have put the Council in a strong position to address the challenges ahead.

4.2. Challenges

Notwithstanding the successes, there have been areas where performance has not been up to the standard the council has expected, or indeed in some cases required in the contract:

- Whilst the new web-site has been launched the use of self-serve for residents has still not reached its full potential with some challenges in relation to the content produced and owned by retained Council services, as well as technical and presentational elements of the website.

- The quality of Member's Enquiries service did not meet required standards, with actions now in place and reporting back to P&CM Committee.

- As referenced in previous reports to P&CM. The implementation of a new HR system and associated operational changes, updates of establishment data and new processes and the full utilisation of self-service proved to be problematic – with a clear improvement plan in place and the majority of actions now concluding.

- Management of the Council's estate has required significant input on both sides, and has been subject to further negotiations with additional focus required to ensure delivery of the actions arising from the Community Asset Strategy including reviews of leases and rents.

- Delivery of parts of the IT programme have been challenging, including the roll out of IT to support Members and the roll out of the new system for Adults – now due in April 2016.

Each of these issues will have had the potential to cause significant frustration to those affected. Plans are in place to remedy these issues and progress reports will be provided as required. Officers are closely monitoring performance to ensure that this is the case and we do not experience any repetition.

5. Performance overview

Performance indicators are reported to this committee quarterly, with exceptions reported to the Committee. A summary of the performance of these KPIs at the end of September 2015 is shown below.

	Performance
Green rated	95% (22)
Green Amber rated	0% (0)
Red Amber rated	0% (0)
Red rated	5% (1)

In addition there are 12 annually measure Super KPIs and KPIs. None of these are red or amber rated.

However, this provides a snapshot at a point in time and there have been areas of underperformance. Service credits are applied to failing KPIs and in the first two quarters of 2015/16 credits have been applied to KPI performance in the following areas:

- Information Systems - IS13 – Critical System Availability
- HR - HR016 - DBS Verification Audits (formerly known as CRB checks)
- HR - HR017a– Payroll Accuracy - error rates
- Customer Services - CSG/C4 - Govmetric Customer Services (Customer Satisfaction).

A detailed breakdown of all KPI performance is given in Appendix 2.

As described in section 3.2, the Council also retains overview of the quality aspect of the services provided. A short summary of the quality aspects of each service is provided below. A fuller explanation of IS service is provided and a comprehensive appendix on the website and online services is also provided.

5.1. Customer Services

Customer Services has achieved significant transformation since the contract start, having moved the main contact centre to Coventry and implemented a new CRM system, a new telephony infrastructure, new automated telephony services including a voice-recognition switchboard, a new website with customer 'My Account' facility, a new quality management regime, new customer intelligence reports, a new appointments-based model at the customer access centres with new queue technology, and a new set of KPIs and PIs to monitor the things that matter most to customers, including a new end-to-end satisfaction survey. A draft Customer Access Strategy for the next four years has also just been published for approval by Policy & Resources Committee, setting out the improvements needed across all customer service provision to enable the council to achieve its 2020 vision.

KPI successes in the last 12 months include maintaining high customer satisfaction – above 85% - with the telephone and face service; significantly improving satisfaction with the webforms provided on the website, and consistently exceeding the target set for completing customer cases on time, with performance at 89% in Quarter 3 2015/16. The service has also introduced a new advocacy service for customers who need additional support when interacting with the council, and has re-designed 25 service processes so that customer requests can be resolved by the first advisor who receives the customer's contact.

There have been performance challenges, particularly relating to improving satisfaction with the council's website and customer services emails, and with responding on time to customer communications. The service's key challenge for the future is to fulfil the commitments in the Customer Access Strategy, and provide an excellent 'digital' experience for customers. A detailed web improvement plan is attached as appendix 4.

5.2. Procurement

The major success of the Procurement function is the achievement of £4.3m of procurement savings with 138 savings projects either completed, in progress or in the savings pipeline. This includes saving £300,000 from the mobile phone contract, over £200,000 from banking and preventative facilities maintenance. Other recent successes include the commencement of design and build tender process the Sports and Physical Activity project. Further enhancements of the Purchase to Pay system have been initiated to allow the elimination of paper based authorisation for new vendors and contracts, which will in turn, reduce timeframes for set up of new suppliers and payments to those suppliers. These e-forms will lead to a reduced administration burden for Council staff.

The Procurement service has met all the KPIs. These include ensuring Contract compliance on both new and existing legacy contracts, ensuring that all Council services are now mandated to use corporate procurement for all procurement activity. There is also overachievement overall for targets related to the London Procurement Pledge, this includes placing work experience placements through

contracts and performance is above target. Challenges focus on the longer-term planning required to achieve the Council's Medium Term Financial Strategy, with work to avoid savings double count with Council service areas.

5.3. Human Resources

As identified above, there have been both successes and challenges within HR> Recent successes include high-quality leadership and management programmes, a new People & Organisational Development strategy and steps to improve how we manage our workforce planning. There has been good progress made on the Unified Reward project and on a number of new updated HR policies.

In 2015/16, KPIs have mainly been stable, particularly around Health and Safety. However, as we had a number of identified service challenges through the previous financial year related to payroll accuracy and operational performance. The payroll KPI target is even more stretching in year 2 of the contract and but CSG is achieving the new target. However, one exceptional circumstance caused a failure in Quarter 2 for which service credits were applied. Following an agreed plan post-Quarter4 2014/15, there is now progress against the target to support reduction in absence, with a comprehensive plan in place and the focus on HR Business Partnering has been significantly strengthened.

Key challenges are in ensuring accurate data and set up of the establishment. There is a continued focus on this whilst this finalisation expected in January 2016. Reporting and management dashboards are essential tools for managers but progress has been slow in providing these detailed reports. Improvements to the self-service functionality have been challenging and are a key area of focus between now and April 2016 and are the remaining elements of the improvement plan. The service has new leadership in place which is ensuring a much improved approach to change and improvements in the service and significant progress against the improvement plan.

5.4. Finance

The finance function have had various successes since the contract commenced these include the launch off Integra, as the Council's new accountancy system in

replacement of SAP. The system provides accountancy / budget management at a reduced running cost, and allows real time budget monitoring as well as automating a number of transactional processes. The function has also completed early production of the Statement of Accounts for both the Council and the Pension Fund, which was produced earlier than in prior years. The early production was matched with good quality accounts and clean ISA260 reports from the external auditors, which were supported with an un-qualified audit opinion. The service has continued to support budget managers and commissioners throughout the organisation in a range of budget management issues, monitoring, savings, growth, procurement and modelling which moving forward needs to be underpinned by a cultural shift both within the service but also in the Council to ensure 'added value' by the service and management of financial resources.

The two areas which require more focus moving forward are the KPI's on budget management – variance to budget and percentage of savings implemented. In the financial year 2014/15 the Council overspent against budget by £1.1m. The savings implemented by the Delivery Units for the financial year came in at 96%, which is slightly under the excepted performance requirement. The focus for the service now that system and processes have been embedded is ensuring Council managers are held accountable for their budgets and have the appropriate financial support to allow this. The service needs to change from a traditional 'accountancy' role to one of 'business partnering' which is more focussed on adding value through data analysis, horizon scanning, financial modelling and acting as a critical friend to services.

5.5. Revenues and Benefits

Since commencement the service has seen considerable transformation, with the relocation of service delivery staff to other locations whilst maintaining a seamless service delivery. During this time we have seen the service hold the top quartile position in processing of new benefit claims, and sustained the collection rates of business rates and council tax. Welfare reform impacted the service, with increased complexity of benefit cap, and the spare room subsidy has meant increased outreach and engagement with residents to assist them finding work, more

affordable accommodation and budgeting advice. As a result we have seen a reduction in the number of claimants and the net amount of benefit paid out.

The KPIs have been met, with additional quality assurance tests by the client have shown areas for improvement. Targeting this area to challenge the reported outturn remains a priority, with improvements to automated processes due to be implemented expected to improve this area significantly. In 2015/16 the online claims process has been re-implemented to coincide with the My Account launch. Despite a large number of residents joining My Account, the use of Council Tax and Housing Benefit systems within My Account still requires promotion. The transactional functionality available within My Account is due for expansion in 16/17.

5.6. Estates

Performance against KPIs and PIs has been consistent and good. Of note, commitments to deliver ISO 9001 accreditation and the Community Asset Strategy have both met, together with the implementation of new Property system - the IPAMS database. Other commitments are on track to be delivered with some exceptions that are being focussed on by the service via engagement with the Council's SRO. Overall, the Estates service is delivering and supporting a large number and broad range of capital schemes, including the Education Capital programme, community centres and other developments.

The Estates service has been significantly reorganised and rebalanced in order to strengthen the service. Roles and responsibilities are much clearer, the Estates service is in stronger position to develop recommendations on schemes or changes to recommend to the Council. Budget management of the overall managed budget is improving.

In some cases, in particular projects and ad-hoc requests for feasibility studies have sometimes not met the required standards requiring concerted effort on both sides to ensure delivery. Larger capital schemes have not been without their challenges too, with an emphasis on the need to strengthen stakeholder management. The absorption of the Estates capital projects team into CSG Corporate Programmes is a

positive step and it should improve delivery and reduce the risks in future. In addition, there have been some delays in enacting the Community Asset Strategy including the programme of leases renewals and other reviews. Property Services has been reorganised and highly competent management brought in to improve the service and with focus now being on embedding this within the service.   Focus in the short-term is on development of the Council's locality strategy and the review of the Strategic Asset Management Plan.

5.7. Corporate Programmes

The Council and CSG have an agreed model for Corporate Programmes to run programmes and projects on behalf of the organisation. The Council has over 100 programme and projects live. The team is well regarded and has been supporting successful delivery of a wide range of complex projects, recruiting a sustainable team of salaried Project Managers giving value for money and longer-term sustainability. The function has scaled up to lead capital and estates projects and put in place the skilled roles, resources and approaches to ensure delivery of those projects. As set out below, there are some challenges in ensuring all suppliers – e.g. IS projects – are enabling programme delivery and that sufficient capacity is in place to support programmes through 2016/17.

5.8. Information Systems

As requested by Members at the previous P&CM Committee meeting, this part of the report gives a fuller explanation of the performance of the IS service.

Overall investment in a new data centre with greater resilience has materially reduced the risk faced by the council in the event of component failure and also increased the performance of systems. Performance against the Key Performance Indicators – system availability and incident resolution has been consistently above target. The ICT Strategy has been developed, with two broad themes – Smarter Working and Customer Transformation. Both those strategies and plans will be reported to Policy and Resources Committee for approval (Customer Access Strategy in December 2015). This enables the organisation allowing us to focus on delivering improvements to customers and to enable the council's move to Colindale.

5.8.1. Member IT support

Members have raised issues with their own IT provision that needs addressing. The problems experienced with iPads following their roll-out to Members were first discussed with a paper at the Performance and Contract Management Committee in June 2014.

While some of the immediate pressures relating to this roll-out were resolved, there are outstanding areas to work on and re-engagement needed with Members needed to ensure challenges are fully understood. To this end, the IT Service Delivery Manager, on behalf of the IT Director, is leading a process of contacting all Members on the Performance and Contract Management Committee to gain feedback on the Members IT service. Feedback to date shows that a main challenge reported is in the use and speed of Citrix, and the reactiveness (rather than pro-activeness) of the service. Positive comments have been received on the service etiquette delivered by the Members IT team, but concerns voiced about the perceived lack of support outside these individuals. Concerns were raised about the limited storage on iPads and further training on these devices has been requested.

Positive comments have been received on the service etiquette delivered by the Members IT team. All 63 Members are in the process of being contacted to fully understand all challenges. From this, an action plan will be put together to resolve or respond to issues, the progress on which will be presented to the Performance and Contract Management Committee on 15 February.

IT projects have proven to be problematic more recently, with a slow approach in creating and agreeing proposals and ensuring that the proposed IT outcome was entirely fit for purpose. IT projects have also sometimes seemed more focused on process than outcome which has caused issues for Members, delivery units and customers. We now have in place new leadership for IT projects and are looking to implement a more joined up approach with CSG Corporate Programmes team. Some systems are also now reaching (or have reached) their end of life and so improvements to the management of applications is required.

The table below explains the elements within the IS service provided by CSG.

Area	Explanation	Status
Infrastructure	Includes the data centre, network, disaster recovery and provision of remote working	Generally stable, although the provision of a disaster recovery fail-over site is behind schedule
Service	Includes the IT service-desk and IT support for Members	Generally consistent performance, although some processes need improving or refining; for example, the starters, movers and leavers process and providing access to systems
Processes	Adherence to ITIL processes; for example, management of incidents and change	ITIL processes and procedures are in place – see separate PCM paper for further information
Applications	Software hosted and managed on behalf of the council e.g. Microsoft Outlook and Word; or line of business systems hosted by IT but managed by the relevant council service, such as ICS (Children's Social Care System) and Swift / Mosaic (Adults Social Care System), or by other parts of Capita (for example, the website (which is managed by Customer Services)	Some systems are out of date or reaching end of life; better approaches to application portfolio management is therefore required – this would allow IT to work better with system owners to upgrade or replace systems in a timely manner
Projects	The implementation of new systems or services for the council	While processes are place, delivery can be more focussed on adhering to these processes than on the actual outcome. IT projects is therefore an area which requires improvement, and would benefit from a more joined up approach with Corporate Programmes
ICT Strategy	The council's ICT Strategy	In development to support Smarter Working Colindale moves and Customer Access Strategy

6. Conclusion

This report provides a summary of the performance of CSG services, giving an overview since the start of the contract. It highlights the progress towards delivery of the benefits and savings set for the contract, and the areas where improvement is in place or required to fully meet the needs of residents, Members and Council services.

Elsewhere on this agenda the Performance and Contract Management Committee will receive a report proposing how the fundamental year 3 review of the CSG contract will be carried out.

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Key Performance Indicators at end of September 2015

How is the Delivery Unit achieving against its Key Performance Indicators (KPIs):

Ref	Indicator description	Type of indicator	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel
CSG/S1	Resident Satisfaction - It is easy to access Council services	Strategic	July-Sept 2015	68%	54.0%	N/A	70.0%	29.6%	Improving
CSG/C1	Benefits claims processing - new claims	Critical	July-Sept 2015	7	9	25,780/3,057	8	11.1%	Worsening
CSG/C2	Benefits claims processing - changes in circumstances	Critical	July-Sept 2015	4	6	269,915/46,226	6	2.7%	Worsening
CSG/C3	Accuracy of benefit assessments	Critical	July-Sept 2015	95.4%	93.0%	1,837/1,933	95.0%	2.2%	Worsening

* Please note, any targets with an asterisk underperformed earlier in the Financial Year

Ref	Indicator description	Type of indicator	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel
CSG/C4	GovMetric Customer Services	Critical	July-Sept 2015	73.3%	80.0%	24,727/ 34,126	72.5%	9.4%	Worsening
CSG/C5	Resolution Satisfaction	Critical	July-Sept 2015	New	1	98/160	1	2.1%	new
CSG/C6	Single Agent Resolution Classifications	Critical	July-Sept 2015	16.5%	16.17%	374/2,282	16.4%	3.6%	Worsening
CSG/C7	Customers needing additional support	Critical	July-Sept 2015	4	2	72/16	5	200.0%	Improving
CSG/C8	Meeting SLA Customer Services (Parking and Assisted Travel Only)	Critical	July-Sept 2015	98.0%	85.0%	1,414/1,589	89.0%	4.7%	Worsening
CSG/C9	CAS SLA no worse than SLA (Parking and Assisted Travel Only)	Critical	July-Sept 2015	100%	100%	7/7	100%	N/A	Same
CSG/C11	Incident Resolution	Critical	July-Sept 2015	94.5%	91.0%	2,099/2,285	91.9%	0.9%	Worsening
CSG/C12	Critical System Availability *	Critical	July-Sept 2015	99.6%	99.5%	1,609/1,610	99.9%	0.4%	Improving

* Please note, any targets with an asterisk underperformed earlier in the Financial Year

Ref	Indicator description	Type of indicator	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel
CSG/C13	DBS Verification *	Critical	July-Sept 2015	99.8%	100.0%	410/410	100.0%	0.0%	Improving
CSG/C14	Payroll Accuracy - Payroll Error Rates *	Critical	July-Sept 2015	3.4%	0.1%	7/7,723	0.1%	30.3%	Improving
CSG/C15	Payroll Accuracy - Correct pay Dates	Critical	July-Sept 2015	100.0%	100.0%	7,723/7,723	100.0%	0.0%	Same
CSG/C18	Contract compliance - new contracts over £25k	Critical	July-Sept 2015	100.0%	100.0%	430,208,118/430,208,118	100.0%	0.0%	Same
CSG/C19	Contract compliance - legacy contracts over £25k	Critical	July-Sept 2015	99.8%	98.9%	1,862,570,696/1,866,226,153	99.8%	0.9%	Worsening
CSG/C20	Effective Contract Management - complex legacy contracts CPRs	Critical	July-Sept 2015	Pass	60.0%	Pass	Pass	N/A	Same

* Please note, any targets with an asterisk underperformed earlier in the Financial Year

Ref	Indicator description	Type of indicator	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel
CSG/C25	Building Statutory Compliance (Civic Estate inly)	Critical	July-Sept 2015	N/A	Pass	N/A	Pass	N/A	N/A
CSG/C26	Facilities Management Incident Resolution	Critical	July-Sept 2015	100.0%	100.0%	540/540	100.0%	0.0%	Same
CSG/C35	Resident Satisfaction - staff are friendly and polite	Critical	July-Sept 2015	80%	78.0%	N/A	84%	N/A	Same
CSG/C36	Resident Satisfaction - Responds quickly when asked for help	Critical	July-Sept 2015	50%	49.0%	N/A	56%	N/A	Same
CSG/C37	Compliance with Authority Policy	Critical	July-Sept 2015	Pass	Pass	N/A	Pass	N/A	Same

* Please note, any targets with an asterisk underperformed earlier in the Financial Year

Annual Key Performance Indicators at end of April 2014

Ref	Indicator	Type of indicator	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved*
Super KPI 001a	Resident Satisfaction - staff are friendly and polite	Annual	1	1	N/A	1	2.6%	Worsening	internal KPI
Super KPI 001b	Resident Satisfaction - It is easy to access Council services	Annual	1	1	N/A	1	23.6%	Worsening	internal KPI
Super KPI 001c	Resident Satisfaction - Responds quickly when asked for help	Annual	50.00%	49.00%	N/A	50.00%	2.0%	Same	internal KPI
PR024a	% of the value of new contracts over £25k awarded and managed in accordance with CPR's and procurement legislation	Annual	100.0%	100.0%	150224939/150224939	100.0%	0	Same	internal KPI

* Please note, any targets with an asterisk underperformed earlier in the Financial Year

Ref	Indicator	Type of indicator	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved*
PR024b	% of the value of legacy contracts over £25k managed in accordance with CPR's and procurement legislation	Annual	99.8%	99.0%	674053360/675271846	99.8%	0.00827835	Worsening	internal KPI
FIN013	Percentage savings implemented: quality of budget planning process outcome	Annual	Report after April	97.0%	N/A	Report after April	N/A	N/A	internal KPI
FIN014	Production of draft Statement of Accounts and to pass to the Authority's external auditors	Annual	Report after June	4215500.0%	N/A	Report after June	N/A	N/A	internal KPI
FIN015	External audit completed and draft ISA 260 produced	Annual	Report after August	Pass	N/A	Report after August	N/A	N/A	internal KPI

* Please note, any targets with an asterisk underperformed earlier in the Financial Year

Ref	Indicator	Type of indicator	Period Covered *Timeframe data has been measured*	Previous Result *Previous result from the most relevant period*	Target *Achievement level expected*	Numerator and Denominator *Relevant number that achieved the level required by the indicator out of total for indicator*	Result *Most recent result of the indicator measurement*	Target Variance *A calculation of how far the outturn is from the target*	Direction of Travel *An assessment of whether performance has improved*
FIN016	Unqualified external audit opinion and submitted in line with required deadlines	Annual	Report after August	4220300.00%	N/A	Report after August	N/A	N/A	internal KPI
EST018a	Civic Estates Condition	Annual	N/A	Pass	N/A	Pass	N/A	Same	internal KPI
EST020	Asset Disposals Annual Receipts Target	Annual	N/A	98.0%	2612714/1202750	217.2%	1.21661583	N/A	internal KPI

* Please note, any targets with an asterisk underperformed earlier in the Financial Year

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Contract Benefit Realisation Tracking – CSG Contract

Introduction
The London Borough of Barnet entered into two agreements with Capita in 2013 – one for the delivery of back office services (finance, HR, Procurement, estates and project support) and one for the delivery of regulatory services through a joint venture (covering planning, environmental health, highways and regeneration).

Both of these contracts have been published on the Council's website:
- CSG has the value of £265m over 10 years
  - https://www.barnet.gov.uk/citizen-home/council-and-democracy/one-barnet-transformation-programme/customer-and-support-group-csg/customer-and-support-group-csg-formerly-nscso-contract.html
- Re has the value is £150m over 10 years
  - https://www.barnet.gov.uk/citizen-home/council-and-democracy/one-barnet-transformation-programme/regional-enterprise-ltd-re/regional-enterprise-ltd-re-contract.html

These contracts contain similar but complex payment structures and mechanisms. This page seeks to set out the payments paid to date and those to come against those set out in the initial business case for these contracts.

Types of payments

Pre-contract payments
The application for judicial review in 10th January 2013 and the appeal of the judicial review decision on the 2nd of August 2013 led to a delay in contract which started on the 1st September 2013. This resulted in the council entering a contract to provide interim support for the continuation of critical services (Customer Services and Revenues and Benefits mainly). Payments of £126k were made to cover a 5 week period for IT services from the 1st April 2013.

The link to this Delegated Powers Report (authorised by the Chief Operating Officer on the 24 May 2013) sets out further details:
http://barnet.moderngov.co.uk/documents/s9026/2057%20-%20Interim%20Measure%20for%20Continuation%20of%20Critical%20Services.pdf

The council's ICT infrastructure managed service supplier, 2e2 (UK) Limited, served notice of administration to the council. This led to the council entering an emergency arrangement to secure the continuation of critical IT infrastructure services. Payments of £67k were made.

The link to this Cabinet Resources Committee report sets out further details:
http://barnet.moderngov.co.uk/documents/s8397/Interim%20IT%20Infrastructure%20Support%20Solution.pdf

TOTAL £193k – as set out at ❶a of the CSG benefit realisation sheet (added to £14.7m as described below and shown as £14.9m on s/s)

Interim Service Agreement
The application for judicial review and the appeal of the judicial review decision led to a delay in contract signature. This resulted in the council seeking Cabinet Resources Committee authorisation to waiver the Contract Procedure Rules to enter into an interim contract with Capita up to the value

of £14.7m to secure business critical activities on the 24th June agreeing a waiver to the 31st January 2015 however, as a result of the judicial review the contract commenced on the 1st September 2014

Of the £14.7m payment made to Capita in respect of the interim service agreement, the following two amounts were off-set against the full value of the 10 year contract as these costs were anticipated within the financial modelling and £4.06m was refunded to the council once the formal contract had been signed. The amounts off-set were:
£5.64m – for service transformation in relation to transferring services
£4.06m – for business as usual service charges

The link to this Cabinet Resources Committee paper sets out further details:
http://barnet.moderngov.co.uk/documents/s9372/727203%20-%20CRC%20Report%20-%20Interim%20Procurement%20Solution%20-%20Public%20Final.pdf

TOTAL £14.7m – as set out at ❶a of the CSG benefit realisation sheet (added to £193k as described above and shown as £14.9m on s/s)

Contract payments
The schedule for the core contract payments of the 10 years is presented in the benefits realisation sheet.

TOTAL £265m – as set out at ❶b of the CSG benefit realisation sheet

Transformation
Within the Output Specifications of the contract, details of activities to transform services are outlined, these include

- My Account
- Customer Access Strategy
- IS Strategy
- Community Asset Strategy
- Significant System Change including Integra and HR Core

These can be found in more detail using the following link

https://www.barnet.gov.uk/citizen-home/council-and-democracy/one-barnet-transformation-programme/customer-and-support-group-csg/customer-and-support-group-csg-formerly-nscso-contract/schedule-1---output-specifications.html

On commencement of the CSG contract, the council paid the remainder of the transformation monies £10.5m (£16.1m less £5.6m paid under Interim Service Agreement).

Gainshare
As part of the Contracts, any savings made above guaranteed savings outlined in the contract are eligible to a gainshare agreement. This means any additional savings successfully realised, above an agreed guaranteed level, will be shared between the authority and Capita.

The totals applicable are outlined at ❷ to ❺ in the spread sheet. Capita have guaranteed procurement savings of £46.9m over the life of the contract. The total savings of £55.4m (made up

of procurement, reduction in single person discounts and additional council tax income) will need to be achieved before gainshare is applicable.

Service Credits

Where there has been underperformance against a contracted KPIs (please see quarterly performance reporting for details), a service credit is paid to the council. This is a monetary amount, present by the payment mechanism as a separate item. This is not included in this spreadsheet, but is reported as part of the contract's quarterly reporting.

Contractual Adjustments

This includes adjustments in line with those outlined in the contract. This includes:
- annual indexation of the contract against inflation, and
- True-ups relates to a correction of assumed pre-contract costs to true cost to contract signature.

The totals applicable are outlined at 6 in each spreadsheet.

Project

The CSG and Re contract provide project management capacity which are paid for separately and captured as part of the cost of the project. The amount paid for this will vary depending on the number of projects being undertaken and before the CSG and Re contract would have been money we would have incurred with other third party consultants or organisations.

For some of these projects the council receives or recovers monies from third party partners in order to undertake the work. Example of this include but are not limited to Transport for London highways works which are grant funded by TfL and work carried out on regeneration projects which is typically recovered from development partners.

The totals applicable are outlined at ❼ in each spreadsheet.

GLOSSARY

Gainshare	Gainshare means a distribution of benefits between the Authority and Service Provider in relation to a benefit calculated by reference to the relevant provision within Schedule 4 (Payment and Performance Mechanism), or business case developed under the provisions of Schedule 15 (Special Projects Approval Procedure) [page 22 – Contract Body]
Indexation	The Periodic Service Payment shall be indexed in accordance with the provisions of Schedule 4 (Payment and Performance Mechanism). [page 135 – Contract Body]
True up	This relates to a correction of assumed pre-contract costs to true cost to contract signature. • This occurred due to the time delay in signing the contract – as a result of the Judicial Review – leading to an increase in the number of staff transferred (TUPE) to Capita on contract commencement. • This also relates to contract expenditure which was not fully accounted for in the transferred budget.
Transformation	Within the Output Specifications of the contract, details of activities to transform services are outlined, these include finance system change to Integra, HR system change to Core, invoice scanning and improvements to the IT infrastructure.

Customer and Support Group Benefits Realisation

		2013/14	2014/15	2015/16 as at Q2	2015/16 remaining	2016/17	Other years	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
1)	CSG baseline - revenue	14,343	30,125	16,266	16,266	34,725	232,388	344,113
	CSG baseline - capital	3,400						
	CSG managed budget	5,036	8,633	3,113	3,113	4,033	19,539	43,467
	Total baseline	22,779	38,758	19,379	19,379	38,758	251,927	390,980
1b	Payments made to Capita	35,963	24,482	13,539	13,336	29,482	148,998	265,799
1a	Payments made to Capita in relation to interim service agreement	14,933						14,933
	Adjustment for payments not relating to CSG contract	(1,174)						(1,174)
	Adjustment for refund of part of the Interim Service Agreement	(4,056)						(4,056)
	Accrual Adjustment for payment in advance	(28,499)	2,524	(66)	(66)	(1,455)	27,561	(1)
	Managed budgets payments	5,036	8,633	4,127	4,127	4,033	20,088	46,044
	Total in year cost of transferring services comparable to baseline	22,203	35,639	17,600	17,397	32,060	196,647	321,545
	Savings on core contract	576	3,119	1,779	1,983	6,698	55,280	**69,435**
2)	Procurement savings on wider council spend guaranteed	364	3,711	2,000	2,001	3,077	35,822	**46,974**
	Procurement savings achieved	1,770	3,589	2,000				7,359
	Gainshare paid on savings achieved	364	862	312				1,538

Customer and Support Group Benefits Realisation

	2013/14	2014/15	2015/16 as at Q2	2015/16 remaining	2016/17	Other years	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
3) Reducing number of Single Persons Discounts	111	302		456	509	3,265	**4,643**
Reductions in SPD achieved	111	417					528
Gainshare paid on achieving reductions	68	191					259
4) Additional Council Tax Income	0	47		253	439	3,106	**3,846**
Additional CT income achieved	0	47					47
Gainshare paid on additional income	0	0					0
5) Additional income achieved	384	384					769
Gainshare paid on additional income	195	165					360
Savings expected	**1,052**	**7,180**	**3,779**	**4,693**	**10,723**	**97,472**	**124,898**
Savings made	**2,842**	**7,557**	**3,779**				**14,178**
6) Actual Payments made to Capita in relation to contractual adjustments	566	1,437	841				2,844
7) Project Spend **Capital -**							
Schools build	445	2,182	797				3,424
Mill Hill Depot Relocation	282	840	436				1,559
Transformation programme -							
Childrens Transformation	428	857	52				1,337

Customer and Support Group Benefits Realisation

	2013/14	2014/15	2015/16 as at Q2	2015/16 remaining	2016/17	Other years	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adults & Communities Programme	66	887	352				1,305
Streetscene Trans Prog 2		347	131				478
Other Projects under £340k	444	4,171	4,326				8,941
Programme Management	774	1,790	228				2,792
Additional chargeable work outside of the contract							
Print and Postage, DBS checks, Occupational Health, etc.	382	753		203			1,338
IT requests (over and above refresh)	101	580		36			717
	2,922	12,408	6,560				21,890
Expenditure report: payments to Capita in relation to CSG	55,011	39,544	21,252				**115,807**

Actual amounts paid

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Appendix 4: Web Improvement Report for Performance and Contract Management Committee

Reason for this report

At the meeting of the Performance and Contract Management Committee on 17 November 2015, the Committee requested a paper on actions being taken to improve customer satisfaction with the Council's public website.

1. Background

1.1. Our ambition

Currently, 90% of the council's contact with customers is over the phone or face to face, and the majority of people who get in touch speak to a member of staff. Yet Barnet residents are amongst the most web-savvy in the country - national data says that 81% of Barnet adults have 'digital skills'. Most people are now used to shopping and banking online – using websites like Amazon and First Direct is the norm and is easy. Our aim is to make Barnet's website the first choice for our customers. It will save our residents time and save the council money.

To do this, we will work to improve the website and the ability to contact us and make transactions digitally – at a time that's convenient to them - to a level where it is so good that 80% of transactions are undertaken by this channel. The aim, outlined in the Customer Access Strategy[1] is to achieve an "Amazon-like" service where residents can track progress and get updates without having to phone.

1.2. Recent changes to the website

The Barnet website underwent an extensive revamp for the launch of MyAccount in the spring of 2015, with each Delivery Unit being asked to review the content of the pages for their services.
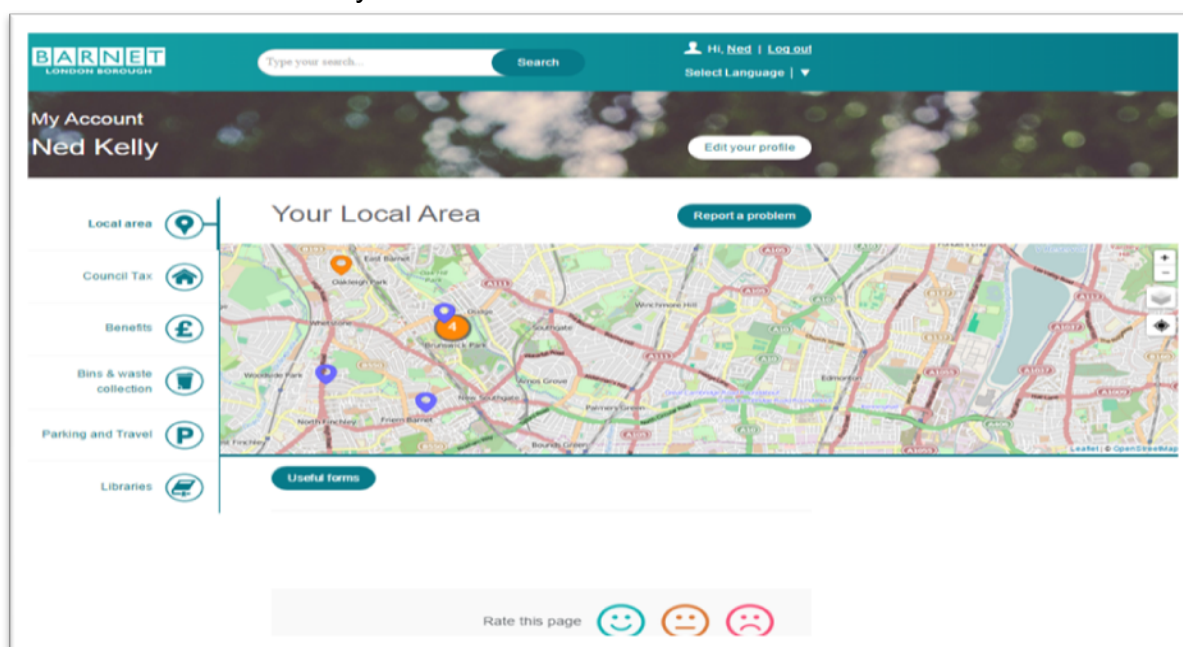
My Account is the secure website facility (www.barnet.gov.uk/myaccount) that enables a citizen's multiple council accounts to be viewed in one place using one password (council tax, parking, libraries, housing benefits), and for users to track the council's progress in resolving the environmental problems that they have reported. My Account holders save time on new forms because their registered contact details are automatically entered for them each time they request a new service or make an enquiry.

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[1] Policy and Resources Committee – 16/12/15

The first phase of My Account includes the following services:

- Report a Problem – and track how it's being dealt with
- Bins & Waste collections – keep a check on the dates of bin collections, seasonal changes and report a missed bin
- Parking – request, renew & pay for parking permits and vouchers
- Libraries – request membership, reserve and renew books and films.
- Council Tax – register, check balance and make a payment
- Housing benefits – check your account and apply for benefits
- My Area – find out about services and events in the area
- Useful Forms – Find forms for a range of services with pre-population if you are logged into My Account
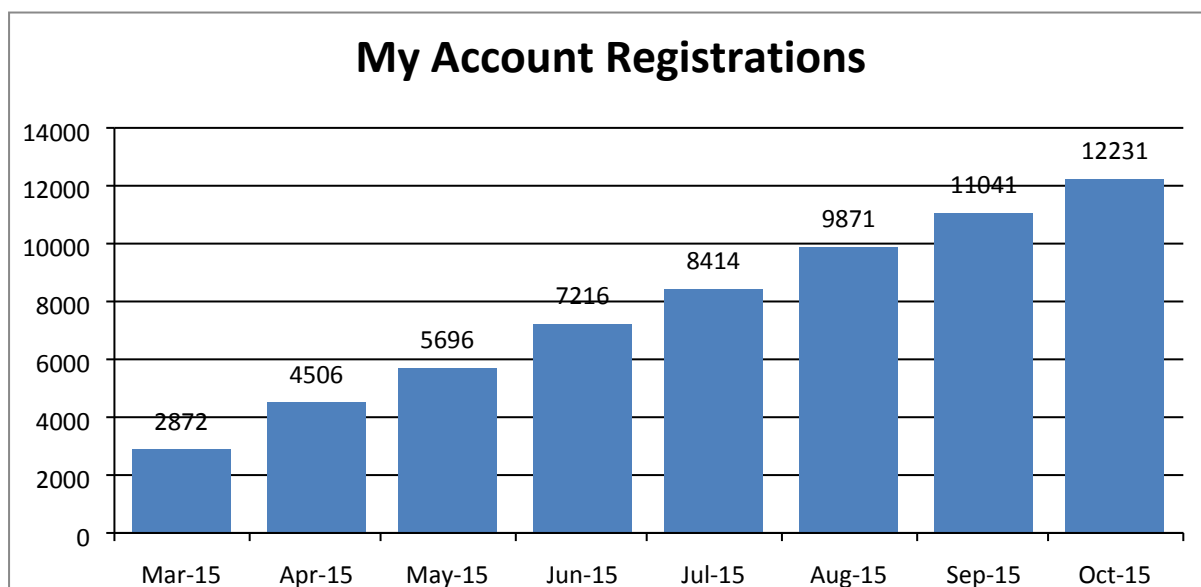
Table 1: Illustration of My Account

1.3. Growth in My Account registrations

As of December 2015, over 13,300 residents have registered for MyAccount and the number continues to grow month by month. Despite this there has been limited progress in general satisfaction with the website.

The growth in take-up for MyAccount is shown in the diagram below. To achieve the 80% of transactions being done online by 2020 there would need to be around 40% to 50% of households to registered. The current figures represent 10% of Barnet households.[2] A 10% growth per year would deliver this number by 2020. There is an on-going marketing campaign to encourage people to register.

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[2] This assumes that, on-average, only one person per household is registered.

Table 2: My Account Registrations

My Account Registrations

Month	Registrations
Mar-15	2872
Apr-15	4506
May-15	5696
Jun-15	7216
Jul-15	8414
Aug-15	9871
Sep-15	11041
Oct-15	12231

2. Measuring satisfaction and how Barnet compares with other councils

The main source of data for the measurement of satisfaction is through a tool called GovMetric, which is used by a number of local authorities so enables us to see how Barnet is performing compared to others. Residents have the opportunity to comment on any page they use by clicking on the icons below. Once a resident clicks on an icon, they are then taken to a page where they can add comments to explain their feedback.

Rate this page

The way the data collected is using a simple scoring system, where each customer rating is attributed the following score:

- Good = +1,
- Average = 0
- Poor = -1

All scores are combined into an average score (net satisfaction). This is comprised of the result divided by the total number of responses to provide a net satisfaction score, meaning that net satisfaction will always be within the range of +1 to -1. The percentage satisfaction is calculated as the percentage of people scoring the page as good.
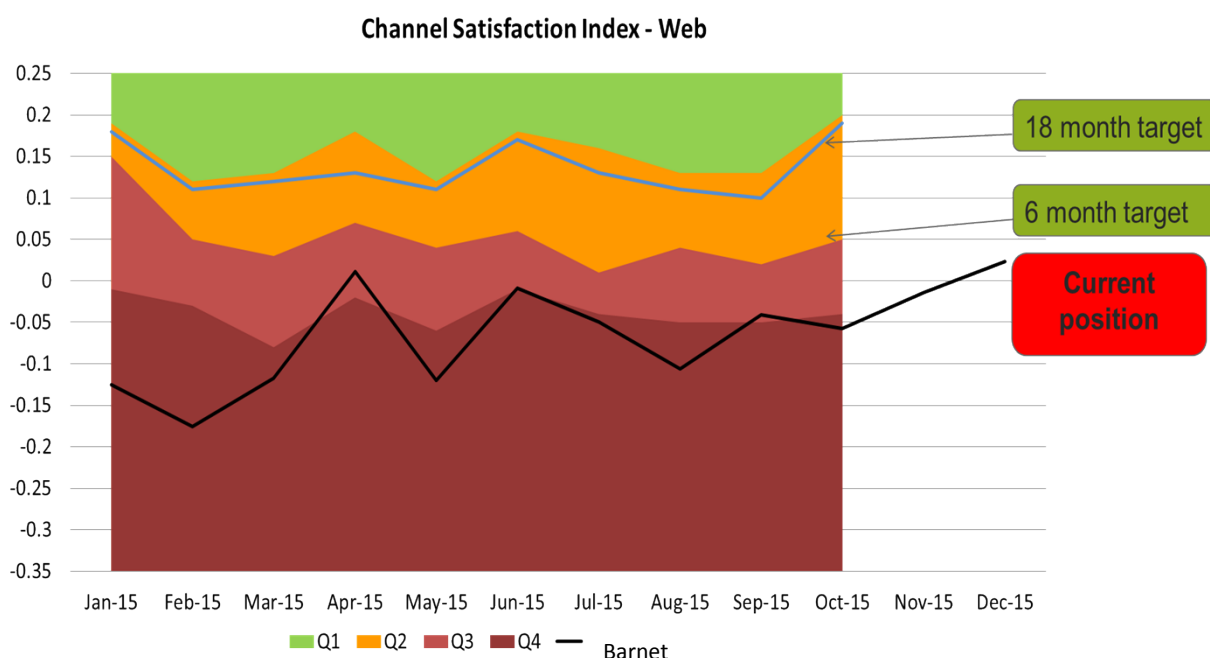
When comparing performance with other Councils during 2015, satisfaction with Barnet's website has been in the lowest quartile and second lowest quartile. The latest score for

Barnet is 42.8% compared with an average of 47% for all Councils that use Govmetric tool. The top performing authorities score in the range 55%-60% and this is something the council aspires to.

A particular success of the new website is that it has made it very easy to comment so number of responses has increased from around 1,300 per month before launch of new site to around 3,300 per month for the new site. With the exception of two authorities, the top 10 authorities are getting scores based on between 100 – 200 responses per month.

The chart below shows that Barnet is currently in the lower quartile for satisfaction. The chart identifies potential targets in the next 6 months and 18 months to increase satisfaction.

Chart 1: Comparative customer satisfaction with the web.

The satisfaction across all channels for the period September 2015 to November 2015 is shown in the table below. This does show some improvement in recent months, but it is too early to conclude if this is a real trend.

Table 3: Recent performance trends

All channels	Target	Phone	Email	Web	F2F	Total
September	80%	88.4%	42.4%	41.8%	82.6%	70.9%
October	80%	88.7%	43.8%	40.8%	87.3%	70.1%
November	80%	88.1%	49.0%	42.8%	85.6%	74.0%

3. Existing work to improve the satisfaction score

There has been recognition of the need to take action to improve the usability of the website based on resident feedback. Each page on the web has a content owner

depending on the service, with overall control of content being with the council web manager.

Residents feedback gathered from Govmetric highlights the common causes of dissatisfaction with the Council's website:

- Content
- Service delivery
- Technical issue
- Strategic decision (i.e. no phone number on homepage

The following improvement actions are currently in place:-

Action	Owner	Completion date
• *Monthly tracking of progress at Director level through the Council's Delivery Board and a weekly customer bulletin to all senior managers that includes all customer web feedback – this ensures that senior managers are aware of the feedback and that they can be held to account for taking the necessary action to address issues raised by resident.*	Lead by Customer Services/ Delivery Unit Lead Officers	Monthly / weekly
• *Creation of a web content group attended by senior Delivery Unit leads to share best practice and increase awareness of need for improvements. This group has been tasked with reviewing the content of the most accessed pages on the website. This group will also receive refresher training in using the content management system to make sure they have the right skills to update content in a timely manner.*	Lead by Customer Services with Delivery Unit input	Monthly
• *Refresh of GovMetric categorisation of data to reflect council's Delivery Unit structure. As the structure of the council has changed it is important to ensure that the feedback is getting to the right officers and that there is absolute clarity about who is responsible for each page of the website.*	Web Manager	WB 11th January
• *Existing feedback sent to Delivery Unit contacts for responses that are published on the site at www.barnet.gov.uk/customer-web-feedback. This means that residents can see that we take their comments seriously and that we have a record of which DU's are responding and which are not.*	Customer Services	Monthly
• *Ensure web technical issues are resolved quickly – there is work taking place to ensure there is clarity around the technical support for the web-site and for fixing problems in a timely manner.*	Customer Services	End of January

A number of other improvements are also underway. All web feedback is monitored on a daily basis. A regular report is created that focuses on the top 10 pages that contribute to poor scores to again focus on areas to improve. A review of the top 200 pages will also

be undertaken with a potential rewrite of sections if required. Research into other websites is being undertaken to ensure we pick up on best practice across all sectors.

Further progress reports against this action plan and web satisfaction can be provided to future meetings of P&CM Committee.

4. Future Proposed Action

In addition, the Customer Access Strategy presented to Policy & Resources Committee on 16 December 2015 and currently out to public consultation, recognised while there is always room for improvement to the content, the systems and processes behind the web need to be effective. Residents expect an "Amazon-like" experience, getting regular updates when they report issues and being able to track progress of services requests. While some progress has been made on this (schools admissions, parking permits, road repairs) this is not consistent across all services. This will require some further investment to ensure there are seamless end-to-end processes that integrate the web with more back-office systems.

Specifically we know the following improvements are needed:-

- *Making information easy to find. Many residents still seem to find it easier to phone than find the information they need on the web*

- *Introduction of dynamic FAQ's relevant to service. An initial set of FAQ's were introduced at launch, but these have not been updated as often as needed. A more resident-driven, service-specific approach is needed*

- *Improve prominence of search tool (Transversal) and investigate merging with the main search function. Transversal search is a technology that responds to more "natural language" so that residents can ask questions in the form "how do I make a planning application". To-date, this feature of the site has not been promoted*

- *Improved transactional web forms for more services, with integration to back office systems. A common complaint is that residents are not getting feedback on what has happened when they fill in a web-form. This is because in many cases the form is not linked to back-office system that actually processes the service request and this is an area for longer-term improvement*

- *Additional functionality and services added to Myaccount. To achieve a higher take-up it would help if some more high volume services were accessible through MyAccount. The first phase of the customer access strategy development will look to see if there is a business case for some key services such as housing and some elements of social care to be added*

- *Improved Google analytics reports. There is a need for a better understanding of how the website is being used. Google analytics contains a wealth of data that tells us what people are searching for and how they are navigating the site. Work is needed to commission reports that extract the relevant information that is*

needed to understand how the structure of the site can be improved to make it easier for residents

- ***Implementation of an online booking system with integrated payments*** *– many simple services such as pitch bookings or pest control require a better approach to making bookings/appointments and being able to pay on-line at the same time*

- ***Improved location based functionality****. The Graphical Information System limitations make it difficult to present dynamic information on maps. For many services being able to click an icon on a map (e.g. planning applications in my street, planned roadworks) is easier than having to enter text into search box.*

A further report on the Customer Access Strategy will be presented to Policy and Resources summer 2016. This will identify the extent to which there is a business case for further investment in the website.

5. Conclusion

There is a joint ambition for the Barnet website to be seen as one of the best in the country and work has started on those areas, such as content, that can be improved without major investment. The Customer Access Strategy recognises that to be as good as some of the best in the private sector will require investment in IT and some re-design of the end to end delivery processes so that residents get sufficient updates that they trust that using the web is the best way to get a quick service.

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AGENDA ITEM 10

Performance and Contract Management Committee

7 January 2016

Title	**Fundamental Review of Customer and Support Group (CSG) Contract**
Report of	Chief Operating Officer
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Clause 10.3 of CSG Contract
Officer Contact Details	Anisa Darr – Director of Resources, LBB anisa.darr@barnet.gov.uk Philip Hamberger – CSG Partnership Relationship Manager, LBB philip.hamberger@barnet.gov.uk

Summary

The current CSG contract, under clause 10.3, allows for a fundamental review in year three of the contract. The contract commenced on 1 September 2013 and the contract states that the review should take place within 40 days of 1 September 2016. The review is designed to give both parties an opportunity to review performance; consider what is going well and areas for improvement; in the context of the changing needs and priorities of the council.

This paper brings forward recommendations on conducting this review, key stakeholders to engage and key areas to focus on.

Recommendations

That the Performance and Contract Management Committee agree to:

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

1. WHY THIS REPORT IS NEEDED

1.1 Executive Summary

1.1.1 The CSG contract commenced on the 1 September 2013 and allows for a fundamental review at the end of year 3. The contract states that the review should take place within 40 business days of 1 September 2016.

1.1.2 The review is designed to give both parties an opportunity to consider what is working well, areas for improvement and to consider the changing needs and priorities of the council.

1.1.3 Clause 10.3 of the contract states:
Within forty (40) Business Days of the 3rd anniversary of the Service Transfer Date, the Authority shall conduct a full review of the Services and the performance of the Service Provider in fulfilling its obligations under this Agreement in order to identify any improvements or savings the Authority may wish to implement in respect of the Services (Year 3 Outcome Review).

1.1.4 This report sets out the process that is proposed to be followed in order to undertake the review.

1.2 Context

1.2.1 The CSG contract has seen significant successes and resulted in savings and changes in the way services are delivered in Barnet. At a headline level the partnership is still on track to deliver £126m of savings over the length of the contract through a combination of reduction in expenditure on core services, procurement savings across the council, reduction in single person discount and an increase in council tax collection.

1.2.2 Services within the scope of the CSG contract have fundamentally changed; with new systems in finance, HR, estates and customer services and for some, services delivered outside of Barnet. With the exception of HR Core, these changes have been implemented well with new systems being implemented successfully and the impact on service delivery managed well. The management of this level of change in such a short period of time has been a considerable achievement.

1.2.3 The contract started in September 2013 with an interim arrangement in 2012. The procurement process started in 2010 and the environment in which the contract is operating is very different to that of June 2011 when the OJEU Notice was published. Some of the changes that need to be considered are:
- The Council has a **new corporate plan**;
- The context within which local government operates nationally continues to evolve with **further reductions in grant funding**

alongside a long term shift towards business rates replacing central government grant funding;

- The **relationship with residents** continues to shift, with greater expectations on services; and
- Continued demand pressure on services due to changing demographics, leading to an ever greater imperative for Councils to **reduce demand on services**.

1.2.4 The factors mentioned above provide the context against which the fundamental service review needs to operate. The challenges of local government are continuing and the on-going success of the partnership with Capita is integral to the delivery of Barnet's corporate plan, and is also key in enabling Capita to continue to build its presence in the local government sector.

1.2.5 The current performance of the contract is being presented to Performance and Contract Management Committee alongside this report in a separate report.

1.3   Strategic Direction of the Partnership

1.3.1 The Spending Review and Autumn Statement 2015 makes it clear that, for Local Government, there will continue to be significant pressure on resources. The council's strategy in meeting this challenge is as follows:

- Capital investment in infrastructure to ensure that Barnet remains a place where people want to live and work;
- Maximising the revenues we generate locally through growth and investment, including a focus on employment and skills as well as housing and regeneration;
- Transforming the way we design and deliver services;
- Promoting community participation and resilience;
- Managing demand for services.

1.3.2 The strategic partnership with Capita in providing services though the CSG contract are integral in allowing the council to achieving the priorities identified in the corporate plan over the next five years. The most important of these are:

Customer Transformation and Demand Management

1.3.3 Most public sector bodies have struggled to keep up with developments in the banking and retail sectors in respect of digital engagement with customers. This provides a huge opportunity for the council to reduce both face to face and telephone contact and reduce costs across the CSG contract and retailed council services, while at the same time driving up satisfaction.

1.3.4 CSG customer and first contact services can help facilitate demand management across the council by better signposting and getting things right the first time. Supplying insight will be crucial in aiding services to target service users earlier and to enable the council to better focus its preventative activities. More broadly, the CSG finance service needs to work in a more integrated way across the council, customer services and insight to better model how effective demand management strategies are. The CSG IT service

will be crucial in driving these changes but their technical and project capacity will need to be further expanded.

1.3.5 Whilst some progress has been made on customer services improvement, there is more to be done, and customers and customer satisfaction has to continue to be at the centre of the strategic direction of the partnership over the coming years.

Housing Development and Strategic Estates Management

1.3.6 Housing and development is a key priority across London given the shortage in supply of affordable housing in the capital, and this priority is relevant to Barnet as well. Increasing the supply of housing in Barnet also increases the council tax base and provides opportunities for business growth. Achievement of this increase in council tax base and businesses has been factored into the council's medium term financial strategy and allows the council to reduce its savings target to other services by just over £10m over the four years to 2020 in order to close the budget gap.

1.3.7 While development is included within the Re contract, enabling work in bringing sites forward, valuation of those sites, rationalising the estate through the strategic asset management plan and working with partners (particularly the NHS and DWP) to identify new sites is undertaken by the estates team in CSG.

1.3.8 It will be crucial that the estates team have the capacity and quality to focus on this agenda over the coming years. This also needs to be a focus of the partnership over the coming years.

Business Rates

1.3.9 As the council will see the revenue support grant phase out as a main component of its funding, it will have a greater reliance on the council tax and business rates collected. The Spending Review and Autumn Statement 2015 announced changes to business rates retention that would see Local Government retain 100% of business rates collected by 2020.

1.3.10 Although the details of how this will be baselined or how the system will work have not been outlined and it is not yet clear whether there will be a cap on retained business rates or whether a degree of redistribution across the system will occur, it will be crucial for the CSG revenues and benefits team to start modelling the impact of this on the council, using its links with other authorities to gain insight and having a greater focus on businesses and business rates.

1.4 Operational Considerations

1.4.1 At a more tactical level there are a number of other elements that the fundamental contract review will need to consider. These are:

1.4.2 The current **Key Performance Indicator (KPI) regime**: the majority of KPIs have been delivered since contract commencement and service quality has generally been good. However, it is important to check whether the current KPIs are the right ones, or whether some may need replacing.

1.4.3 The **quality** of the service being provided: qualitative elements of the service are harder to measure through KPIs so will be important to ensure a service by service discussion with relevant Delivery Unit representatives and council leads in undertaken. The review needs to ensure that the right level of quality is being delivered and that scope and roles and responsibilities are clear.

1.4.4 **Financial objectives**: The CSG contract helped reduce the cost of the services within the scope of the contract, however the contract needs to continue to enable savings to be delivered across the council as well. Along with procurement savings included in the CSG contract, there is £500k earmarked in the medium financial strategy linked to the delivery of the customer access strategy. Further savings will need to be achieved through the CSG contract to enable the council to balance the budget to 2020.

1.4.5 **Project and programme capability**: the council has a large and ambitious set of programmes to deliver over the coming years. The CSG programmes team has delivered some high quality projects, however CSG need to ensure all projects are delivered within this framework and to this standard.

1.4.6 **Flexibility and change**: As further alternative delivery models (ADM) continue to come on stream, the contract with CSG needs to be reviewed to ensure that it is flexible to deal with these changes. Where these ADMs buy back services from CSG, this is more straight-forward, however, where this isn't the case, it will require the council to review the scope of the output specification.

1.4.7 Through the course of the review there may be other operational and tactical areas that are identified for consideration. These will be included as part of the findings.

1.5 Timetable and engagement

1.5.1 It is proposed that the process will run like a 'dialogue' process that conducts a series of discussions between CSG and the council which will result in a revised set of proposals which will then be presented to Performance and Contract Management Committee in order to change the existing contract.

1.5.2 There will need to be wide engagement as part of this process with the various stakeholders, indicated below:

- Members: will be engaged as a working group of the Performance and Contract Management Committee;
- Council staff: all staff will be engaged through the annual satisfaction survey, senior management and super users of services in delivery units will be further engaged through discussions and workshops to identify concerns and solutions and the council's senior responsible officers for each of the services will be involved in the review;
- Views of residents, partner organisations and wider stakeholders will also need to be considered.

1.5.3 Member involvement will be an important element of the review process. Performance and Contract Monitoring Committee is asked to nominate a politically representative working group of between three to five members. It is proposed that this working group would then agree and finalise the work plan in order to conduct the review.

1.5.4 The working groups work plan will focus on how the strategic partnership with CSG can be refined to align with the Corporate Plan and MTFS to 2020. The working group should also consider the themes set out in section 1.3, with sessions to focus on: Customer Transformation and Demand Management; Housing Supply and Strategic Estates Management; and Business Rates. The focus should also be on performance and quality and financial savings and ensuring the contract meets the needs of the council and key partners over coming years.

1.5.4 An overarching timetable for conducting the review is set out below:

Month	Activity
November 2015	Initial preparation (timetable, process)
December 2015	Discussions with SROs, CSG management team on issues and scope of fundamental review. Consultation and engagement commences more widely
January 2016	Report to Performance and Contract Management Committee agreeing format and timetable of review
February 2016	Dialogue 1 between LBB and CSG
March 2016	Draft 1 of contract changes
April 2016	Dialogue 2 between LBB and CSG
May 2016	Final changes and amendments
June 2016	Sign off

2   REASONS FOR RECOMMENDATIONS

2.1 A key element of effective financial management is to plan ahead to ensure the council is well placed to meet future challenges. The recommendations in relation to conducting the CSG contract fundamental review will ensure it continues to deliver savings and is aligned to the council's future strategic objectives.

3   ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1   None.

4   POST DECISION IMPLEMENTATION

4.1   Following approval of these recommendations, work will commence to follow the timetable as set out in para 1.5.3. The outcome of this review will be brought back to this committee for agreement in order to change the current CSG contract.

5   IMPLICATIONS OF DECISION

5.1   Corporate Priorities and Performance
5.1.1   The council's corporate plan for 2015-20 sets the vision and strategy for the next five years based on the core principles of **fairness**, **responsibility** and **opportunity**, to make sure Barnet is a place:
  - Of opportunity, where people can further their quality of life;
  - Where people are helped to help themselves, recognising that prevention is better than cure;
  - Where responsibility is shared, fairly;
  - Where services are delivered efficiently to get value for money for the taxpayer.

5.2   Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)
5.2.1   The CSG contract, including managed budgets, has a value of £365m over the life of the contract.

5.3   Social Value
5.3.1   The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.3.2   The potential to achieve social value will be addressed in the review process.

5.4   Legal and Constitutional References
5.4.1   The Council's Constitution, in Part 15 Annex A, Responsibility for Functions, states the functions of the Performance and Contract Management Committee include (amongst other responsibilities):
  a) Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.
  b) Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group (Including Barnet Homes and Your Choice Barnet); HB Public Law; NSL (Parking Contractor); Adults and Communities; Family Services; Education and Skills; Streetscene; Public Health; Commissioning Group; and Assurance.
  c) Receive and Scrutinise contract variations and change requests in

respect of external delivery units.

     d) To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.

     e) Specific responsibility for the following function within the Council:
        a. Risk Management
        b. Treasury Management Performance

     f) Note the Annual Report of the Barnet Group Ltd.

5.4.2 Regulation 72 (1) of the Public Contracts Regulations 2015 says that "Contracts…may be modified without a new procurement procedure… in any of the following cases:

(a) Where the modifications, irrespective of their monetary value, have been provided for in the initial procurement documents in clear, precise and unequivocal review clauses, which may include price revision clauses or options, provided that such clauses
    (i)   State the scope and nature of possible modifications or options as well as the conditions under which they may be used, and
    (ii)   Do not provide for modifications or options that would alter the overall nature of the contract…'

5.4.3 Clause 10.3 of the CSG contract expressly provides for this year 3 outcome review and expressly allows for modification to the contract resulting from that review. Therefore, any agreed changes to the contract will not breach the Public Contract Regulations 2015 as long as the changes do not alter the overall nature of the contract.

5.4.4 The contract changes agreed will need to be documented in a Deed of Variation or similar legal form to ensure that they are legally binding on both parties.

5.5 **Risk Management**

5.5.1 The council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation.

5.5.2 The council's future savings proposals as set out in its Business Planning report require a fundamental change in the way the council's services are delivered. Ensuring the contract with CSG remains aligned to the priorities of the council will ensure key services like Human Resources continue to support staff in the organisation. Otherwise there is a risk that the contract becomes inflexible to the needs of the organisation.

5.6 **Equalities and Diversity**

5.6.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:
- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advancement of equality of opportunity between people from different groups.

- Fostering of good relations between people from different groups.

5.6.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.6.3 In order to assist in meeting the duty the Council will:
- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

5.6.4 This is set out in the Council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

5.7 **Consultation and Engagement**
5.7.1 Engagement will take place as set out in paragraph 1.5.2 of this report.

5.8 **Insight**
5.8.1 The use of benchmarking data, where relevant and available, will be used to conduct the review.

6 BACKGROUND PAPERS

6.1 Approval of NSCSO full business case:
http://barnet.moderngov.co.uk/documents/s6649/NSCSO.pdf

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Appendix A – Clause 10.3 of Customer and Support Group contract

1.1.1   Within forty (40) Business Days of the 3rd anniversary of the Service Transfer Date, the Authority shall conduct a full review of the Services and the performance of the Service Provider in fulfilling its obligations under this Agreement in order to identify any improvements or savings the Authority may wish to implement in respect of the Services (**Year 3 Outcome Review**).

1.1.2   If the Authority requires any changes to be implemented it will notify the Service Provider in writing, setting out the improvements to the Services or reduction to the Periodic Service Payment sought.

1.1.3   The Service Provider shall provide the Authority within fifteen (15) Business Days of receipt of such notice from the Authority (or as otherwise agreed between the parties in writing) an outline proposal setting out the Authority's options in order to achieve the improvements to the Services or alteration to the Periodic Service Payment required by the Authority and the estimated costs for each option (the **Year 3 Options Proposal**).

1.1.4   The Year 3 Options Proposal shall include:

(a)   a comprehensive range of options which directly address the different aspects of the Services identified for improvement in the Year 3 Outcome Review; and

(b)   in relation to each option, the reasonable professional opinion of the Service Provider as to the impact of such option on the provision of the Services and whether such option is feasible in the context of the Public Contracts Regulations 2006 (as updated);

1.1.5   No later than thirty (30) Business Days after the Authority receives the Year 3 Options Proposal, the Authority shall notify the Service Provider as to the Authority's preferred option and the Service Provider shall within twenty (20) Business Days (or such other longer period as agreed to between the parties) provide a detailed proposal for that option which shall include:

(a)   all the information required as part of a Full Business Case submitted pursuant to Schedule 15 (Special Projects Approval Procedure) and the relevant provisions of Schedule 15 shall apply as if references to Special Project were to the Year 3 Detailed Proposal;

(b)   the Change in Costs and Change in Revenue;

(c)   any amendments required to this Agreement (including without limitation the Output Specifications), and

(d)   any Consents or regulatory approvals that may be required (the **Year 3 Detailed Proposal**).

1.1.6   As soon as practicable after the Authority receives the Year 3 Detailed Proposal:

(a)   the Service Provider shall provide the Authority with all additional information it requires in order to verify the Year 3 Detailed Proposal,

(b)   the Authority shall advise the Service Provider whether it proposes that the Year 3 Detailed Proposal be addressed pursuant to the Change Protocol;

(c)   whether the Authority elects to exercise any of its further rights under the Agreement; and/or

(d)   the parties shall discuss and agree the issues set out in Year 3 Detailed Proposal.

1.1.7   After a Year 3 Detailed Proposal has been agreed or otherwise determined the Authority and the Service Provider shall promptly seek to agree how any consequential changes should be documented to ensure that they are legally binding on both parties (and in the absence of agreement the form of such documentation shall be determined in accordance with the Dispute Resolution Procedure) and thereafter the parties shall promptly sign or execute (as appropriate) such documentation (**Year 3 Implementation Plan**).

Within twenty (20) Business Days of the 4th anniversary of the Service Transfer Date, the Service Provider shall provide a report to the Authority detailing whether it has met the targets in the Year 3 Implementation Plan insofar as they were set for the preceding year and confirmation of whether ongoing targets have been met at each meeting of the Strategic Partnership Board or will be.

BARNET
LONDON BOROUGH

AGENDA ITEM 11

Performance and Contract Management Committee

7 January 2016

Title	**Performance and Contract Management Committee Work Programme**
Report of	Head of Governance
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A – Committee Work Programme 2015-16
Officer Contact Details	Sarah Koniarski, Governance Officer sarah.koniarski@barnet.gov.uk 020 8359 7574

Summary
The Committee is asked to consider and comment on the items included in the 2015-16 work programme in Appendix A.

Recommendation
1. **That the Committee consider and comment on the items included in the 2015-16 work programme in Appendix A.**

1.   WHY THIS REPORT IS NEEDED

1.1   The Performance and Contract Management Committee's work programme 2015-16 indicates forthcoming items of business.

1.2   The work programme of this Committee is intended to be a responsive tool which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.

1.3   The Committee is empowered to agree its priorities and determine its own schedule of work within the programme having regard to its terms of reference.

2.   REASONS FOR RECOMMENDATION

2.1   The compilation and review of work programme is intended to assist the Committee to plan and manage its work across the municipal year.

3.   ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1   None

4.   POST DECISION IMPLEMENTATION

4.1   Any alterations made by the Committee to its Work Programme will be published on the Council's website.

5.   IMPLICATIONS OF DECISION

5.1.1   The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2015-20.

5.2   **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1   None in the context of this report.

5.3   **Social Value**

5.3.1   The Committee is advised that the Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4   **Legal and Constitutional References**

5.4.1   The terms of reference of the Performance and Contract Management Committee is included in the Constitution Responsibility for Functions, Annex A:
        Section 15 London Borough of Barnet Constitution - Responsibility for Functions

5.5   **Risk Management**

5.5.1   None in the context of this report.

5.6 **Equalities and Diversity**

5.6.1 The Committee is advised that the 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups.

5.6.2 The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services.

5.7 **Consultation and Engagement**

5.7.1 Not applicable.

6. **BACKGROUND PAPERS**

6.1 None

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London Borough of Barnet
Performance and Contract Management Committee
Work Programme 2015-16

Contact: Sarah Koniarski 020 8359 7574 sarah.koniarski@barnet.gov.uk

Title of Report	Overview of decision	Report Of (officer)	Issue Type (Non key/Key/Urgent)
15 February 2016			
Quarter 3 Monitoring Report 2015/16	To review and approve Quarter 3 2015/16 finance and performance report for internal and external Delivery Units. This report includes Treasury Management Outturn.	John Hooton Chief Operating Officer	Non key
Barnet Group - Annual Report 2014/15	To receive financial performance of Barnet Homes and Your Choice Barnet for the year ending March 2015.	Chief Executive, The Barnet Group	Non key
Updated Corporate Plan and Commissioning Plans (Including Performance Indicators)	To receive and review final versions of the updated Corporate Plan and Commissioning Plans, together with key performance indicators.	John Hooton Chief Operating Officer	Non key
Members' Enquiries – Update Report	To receive an update on the Members' Enquiries Service.	Kari Manovitch Head of Commercial	Non key

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Subject	Decision requested	Report Of	Contributing Officer(s)
31 May 2016			
Quarter 4 and year-end outturn Monitoring Report 2015/16	To approve the Final Outturn and Quarter 4 Performance Report 2015/16. This report includes the Treasury Management Outturn.	John Hooton Chief Operating Officer	Non key
Corporate Risk Management Policy Statement and Strategy	To approve the risk management framework; ensuring that the risk management framework is in place and aligned to Council policy.	Davina Fiore Director of Assurance	Non key

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