

	<p>Performance and Contract Management Committee</p> <p>23 July 2014</p>
<p style="text-align: right;">Title</p>	<p>Members' Item – Briefing paper on performance of Customer and Support Group (CSG) since go-live</p>
<p style="text-align: right;">Report of</p>	<p>Chairman of the Performance and Contract Monitoring Committee</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A – Overview of the performance of Customer and Support Group</p> <p>Appendix B – Presentation summarising the background, performance, and current position of Customer and Support Group services</p>
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<h2>Summary</h2>
<p>This report provides the Committee with an overview of the performance of the Customer and Support Group, including a briefing on overall performance since go-live, the context, key changes, performance standards, successes and challenges.</p>

<h2>Recommendations</h2>
<p>1. The Committee is asked to note the report provided in respect of performance of the Customer Services Group.</p>

1. WHY THIS REPORT IS NEEDED

1.1 The Performance and Contract Management Committee met for the first time on 11th June, reviewing overall performance of Council services. This included focus and review of the performance of the Customer Services Group services, provided through a strategic partnership with Capita.

1.2 The Chairman, Councillor Anthony Finn, has requested that a Members' Item be placed on the agenda asking Customer Services Group (CSG) to prepare a briefing report and update on overall performance since go-live to provide further information on the background, context, performance and current position. This briefing is attached and officers from the Commissioning Group and CSG will be at the meeting to run through the detail and answer any questions.

Background

1.3 The CSG contract has now been in place for 10 months. During that time the planned extensive programme of transformation has progressed bringing investments in process, people and technologies and some significant changes to locations and business processes. To date this programme has included:

- Replacement finance and procurement system
- Replacement HR, Payroll and Pension system and relocation of services
- Replacement CRM system and Contact Centre and relocation of services
- The build of a new data centre with full disaster recovery and business continuity capability
- The build of a new asset management system
- New project and programme management systems
- Insight / Business Intelligence capability
- A new Intranet

1.4 It was originally envisaged that the significant changes around Finance, HR, Procurement and Customer Service would be delivered over a 12 month period. However, due to the delays as a result of the JR this timescale was impacted and shortened to 6 months in order to avoid significant slippage in the savings to be delivered. As a result the implementations of these key systems were not phased as originally envisaged and in some cases had to be delivered against a general backdrop of some seasonal and specific pressures that added additional challenges during the build up and go live periods. A number of these changes took effect between April – June 2014, with some impact on the core performance of services.

1.5 Council Officers have provided a short summary of the performance of the Customer and Support Group in Appendix A. The Customer and Support

Group have provided a detailed presentation providing information on specific performance challenges as Appendix B.

2. REASONS FOR RECOMMENDATIONS

2.1 To allow scrutiny of the information requested and to allow some discussion and feedback from the committee on the position reported.

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 and Performance

5.1.1 The Customer and Support Group contract Capita was put in place to make a significant contribution to the delivery of the Council's Corporate Priorities:

- *Better services with less money* through contracting for guaranteed standards and levels across all Customer Service Group services, whilst at the same time significantly reducing the operational costs of the service.
- *Sharing opportunities and responsibilities* by significantly enhancing the ability of customers to access and engage with the Council and receive the support they need, whilst also giving them greater control through self-service and self help.
- *A successful London suburb* through an enhanced insight function to help the Council analyse the needs of the Borough and its communities in more detail and commission services that are targeted to specific needs; commitments to increase resident satisfaction; and support for local businesses and community organisations.

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 Legal and Constitutional References

5.3.1 The Council's Constitution, Meetings Procedure Rules – Paragraph 6.1 states that a Member (including appointed substitute Members) will be permitted to

have one matter only (with no sub-items) on the agenda for a meeting of a committee or sub-committee on which he/she serves. Paragraph 6.2 states that Members' Items must be relevant to the terms of reference of the body which will consider the item. Paragraph 6.3 states that the Head of Governance must receive written notice of a Member's item, at least seven clear working days before the meeting. Any item received after 5pm will be recorded as received on the next working day. Items received after that time will only be dealt with at the meeting if the Chairman agrees they are urgent.

5.3.2 Under the Council's Constitution Scheme of Delegation, the Performance and Contract Management Committee has the following responsibility for functions:

- (1) Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.
- (2) Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group Ltd (including Barnet Homes and Your Choice Barnet); HB Public Law; NSL; Adults and Communities; Family Services; Education and Skills; Street Scene; Public Health; Commissioning Group; and Assurance.
- (3) Receive and scrutinise contract variations and change requests in respect of external delivery units.
- (4) 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.
- (5) Specific responsibility for the following functions within the Council:
 - Risk Management
 - Treasury Management
 - Performance

If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee.

5.4 Risk Management

5.4.1 Risks with a rating of 12 or above are reported as part of the Council's quarterly performance monitoring process.

5.4.2 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.

5.4.3 Each partner reports their risks at least monthly to the Council for review by the commercial team and respective contract boards.

5.4.4 Many of the risks reported at Q4 will continue to be live, whilst some will have been closed or replaced.

5.5 Equalities and Diversity

5.5.1 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.

5.5.2 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.

5.5.3 Effective contract management is vital to ensuring that the Council's duties under the Equality Act 2010 are supported by its partners.

5.5.4 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.

5.6 Consultation and Engagement

5.6.1 During the process of formulating budget and Corporate Plan proposals for 2013/14 onwards, three phases of consultation took place:

- Phase One (October 2012 – November 2012): Residents' Perception telephone survey
- Phase two (November 2012 – January 2013): Corporate Plan consultation
- Phase three (October 2012 – January 2013): Finance and business planning (including proposed budget) consultation

5.6.2 The results and impact on the Corporate Plan and budget are outlined in the Cabinet Report to Committee on the 5 March 2013 (Item 8). <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=6629&Ver=4>

6. BACKGROUND PAPERS

6.1 None.