

Public Questions for Performance and Contract Management Committee: 11 February 2015

	Question	Questioner	Response
Item 7: Clienting/ Contract Management Arrangements			
1.	Page 6 1.5 Who is on the Strategic Commissioning Board?	Mrs Barbara Jacobsen	The standing membership of Strategic Commissioning Board is the Chief Executive, the Strategic Commissioning Director and the Chief Operating Officer.
2.	Page 7 1.6 Bearing in mind the new structure becomes operative in April, can you supply a diagram of it showing the relationships of all the directors, teams, boards and officers mentioned in the remainder of the item?	Mrs Barbara Jacobsen	General Functions Committee (13 October 2014) agreed changes to the senior management structure to take effect 1 April 2015. The report to General Functions Committee summarises the roles, responsibilities and accountabilities of this new senior structure. http://barnet.moderngov.co.uk/documents/b24860/Commissioning%20Restructure%20and%20Associated%20Senior%20Management%20Position%2013th-Oct-2014%2019.00%20General%20Fu.pdf?T=9
3.	Page 7 1.7 The report states: 'The core functions of [the Commissioning] Group are to: ... Provide advice to the ... Lead Commissioners on how to approach technical elements of the commissioning process' and at 1.8 says 'The Lead Commissioners for each contract are located within the Commissioning Group'. Thus it seems that the Lead Commissioners are providing themselves with advice. How does this circular relationship work?	Mrs Barbara Jacobsen	Within Commissioning Group are the team of Commissioners, the Commercial and Customer Services team and the Deputy Chief Operating Officer group of services. The Commercial team and the Deputy Chief Operating Officer teams provide technical advice, contract management, finance, project and other forms of support to Commissioners. Commissioners also work together collectively and individually to ensure that the services commissioned fully support the delivery of the Council's priorities.

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4.	<p>Page 8</p> <p>1.9 Who is the DCOO is, how many people are on the DCOO team, who is the CCSD and if he or she has a 'team', how many people are on it? Are the people on the team Council employees?</p>	<p>Mrs Barbara Jacobsen</p>	<p>As above, one of the groups of services within Commissioning is the Deputy Chief Operating Officer (DCOO) area. The Deputy Chief Operating Officer post is held by John Hooton.</p> <p>The roles reporting to the Deputy Chief Operating Officer are:</p> <ul style="list-style-type: none"> - Head of Programmes and Resources - Head of Estates - Head of Finance - Head of Information Management - Head of Health and Safety <p>These are client side roles, all employed by the Council. The Deputy Chief Operating Officer team consists of 41 full time equivalents in post. These areas cover client side Finance, Insurance, Programmes, Performance, Communications, Information Management and the Executive Support Office.</p> <p>Also within Commissioning Group is the Commercial and Customer Services Director. This post is filled by Claire Symonds. Reporting to Claire are the following senior roles:</p> <ul style="list-style-type: none"> - Partnership Relationship Manager (Support), covering CSG, HBPL, and Public Health - Partnership Relationship Manager (Growth and Regeneration), covering Re, Barnet Homes, - Head of Customer Strategy and Programmes - Infrastructure and Parking Manager <p>All roles in the Commercial and Customer Services team are Council posts. There are 20 fulltime equivalents in post who provide commercial management on behalf of the London Borough of Barnet for a variety of shared services and external contract arrangements as well as acting as Subject Matter Experts in Customer Services and Procurement.</p>

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5.	<p>Page 8</p> <p>1.10 Who are the Commissioning Director (Growth & Development), and Commissioning Director Environment, how much have they each spent on advice from 'third party experts' since Re was established?</p>	Mrs Barbara Jacobsen	<p>The Commissioning Director for Growth and Regeneration is Cath Shaw. The interim Commissioning Director for Environment is Alan Bowley.</p> <p>The Environmental Health Audit cost the Council £17k, of which £8.5k was invoiced to RE. The Gateway review of Brent Cross cost £15k last year, and was conducted by Local Partnerships.</p>
6.	<p>Page 8</p> <p>1.14 What does this mean? How is 'commissioning capacity' developed and what are the resulting 'resources'? Is this another way of saying hiring and training more people? If so, how many, in what timeframe, and how is it paid for?</p>	Mrs Barbara Jacobsen	<p>The project underway to develop commissioning capacity is to ensure that the Council has got the resources needed to turn the five year commissioning strategies developed by the Council's commissioning Committees into a detailed set of business cases and service delivery commissions. A consultation is underway with staff in the Council to consolidate a range of roles that are involved in commissioning under the Commissioning Director portfolios to implement the commissioning plans agreed by theme Committees. It is also proposed that 10 new commissioning posts are established, with the intention that the new structure is operational from April 2015. These posts will be funded from a combination of existing commissioning group resources and from earmarked reserves.</p>
7.	<p>Page 8</p> <p>1.15 'The Assurance team also sit within the Commissioning Group' but in the diagram at 1.5 the Assurance team is in the tier above the Commissioning Group. How can it supervise the CG if it is within, not separate from, it?</p>	Mrs Barbara Jacobsen	<p>The diagram in section 1.5 reflects that the Assurance Group has oversight across the whole Council system, including Commissioning Group and contracts. The sentence in 1.15 simply is intended to reflect that the Assurance Director role reports into the Chief Operating Officer.</p>

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8.	<p>Page 8</p> <p>1.15 Who is on the Assurance team, are they Council or Capita employees, and in what is the 'important role [the team] play in supporting the contract monitoring'?</p>	Mrs Barbara Jacobsen	<p>The Assurance team is a Council function. The senior roles of the Assurance function is as:</p> <ul style="list-style-type: none"> - Assurance Director - Assurance Assistant Director (Corporate Anti-Fraud, Risk Assurance and Internal Audit) - Head of Governance - Risk Manager - Head of Internal Audit <p>The Assurance team plays a number of roles in respect of supporting contract monitoring including a substantial programme of audit activity, risk management advice and challenge.</p>
9.	<p>Page 9</p> <p>1.18 How is this satisfaction rate determined: how many people are surveyed and what percentage of the customer base is that, are the same people surveyed a year apart to see whether their perceptions changed or is the selection different each time, and on what criteria is the selection of those surveyed based?</p>	Mrs Barbara Jacobsen	<p>To measure customer satisfaction, Barnet Council uses the GovMertic system across all contact types. Over the quarter 3 period a total of 19,698 surveys were completed across Face-to-face, Telephone, Website and Email contact. This equates to 9% of customer contact across the period.</p> <p>Customers are surveyed at their point of contact, e.g. when calling they may be asked to participate in completing the survey. The same sample is not re-surveyed as a matter of course as it is dependent on them opting in to provide their response.</p>
10.	<p>Page 9</p> <p>1.18 'New benefit claims are being processed in 8 days': Appendix A states this to be 9 days. While it is good that there is an improvement at all, why is there a discrepancy in the figure?</p>	Mrs Barbara Jacobsen	<p>This is a typing error in the report. The correct answer is 9 days.</p>

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11.	<p>Page 9</p> <p>1.20 Is the Commercial & Customer Services Director the chair of both POBs, who are the LBB representatives on each POB, and how many Capita representatives are on each POB?</p>	Mrs Barbara Jacobsen	<p>Partnership Operations Board (CSG): The Board meets at least monthly with the chair rotating every six months . LBB representatives are:</p> <ul style="list-style-type: none"> - Commercial and Customer Services Director - Deputy Chief Operating Officer - Partnership Relationship Manager <p>From Capita, representatives are:</p> <ul style="list-style-type: none"> - Partnership Director - Operations Director - Finance Director <p>Partnership Operations Board (Projects):</p> <ul style="list-style-type: none"> - Commercial and Customer Services Director - Partnership Relationship Manager - Head of Finance – LBB - Head of Programmes and Resources – LBB <p>From Capita, representatives are:</p> <ul style="list-style-type: none"> - Transformation Director - Operations Director - Finance Director -
12.	<p>Page 9</p> <p>1.22 How many SROs/SMEs are there, do they all work across all the areas mentioned or, as would seem logical, are there some (and then how many) for each unit? How are they positioned in the overall structure and, while they are links, to whom are they answerable?</p>	Mrs Barbara Jacobsen	<p>For the CSG contract, the Council has the following SROs who are subject matter experts for:</p> <ul style="list-style-type: none"> ● HR ● Finance ● Procurement ● Information Systems ● Customer Services ● Revenues and Benefits ● Estates ● Programmes and Project Management ● Health and Safety <p>These roles report through the Deputy Chief Operating Officer function with the exception of Customer Services and Procurement which report to Commercial and Customer Services Director.</p>

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13.	Page 10 1.23 What does 'apply challenge' mean in this context?	Mrs Barbara Jacobsen	In this context challenge means to question and / or verify the performance information provided by the service.
14.	Page 10 1.23 If the SROs 'own the Quality aspect of the services', which seems to mean they are responsible for it, how can they objectively scrutinise their performance?	Mrs Barbara Jacobsen	The Senior Responsible Officers have a key role to play in reviewing the quality of the service provided through the Customer and Support Group contract. They are not responsible for service delivery. This responsibility remains with the contracted service provider.
15.	Page 11 1.35 Who are the LBB representatives on the POB, and how many Capita representatives are on the POB?	Mrs Barbara Jacobsen	The LBB Members on the Partnership Operations Board (POB) are: <ul style="list-style-type: none"> • Customer Services & Commercial Director • Partnership Relationship Manager • Head of Finance • Commissioning Director – Growth & Development or the Commissioning Director – Environment. <p>There are four Capita representatives on the Partnership Operations Board.</p>

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16.	<p>Page 12</p> <p>1.36 Is the Strategic Partnership Board a separate body from the Strategic Commissioning Board mentioned earlier, and, if so, how does it differ, who is on it, and what is its position in the council structure?</p>	<p>Mrs Barbara Jacobsen</p>	<p>The Re Strategic Partnership Board is quarterly board comprised of senior officer representatives of the London Borough of Barnet and senior representatives of Capita.</p> <p>This is not the same as the Council’s internal senior management board, known as ‘Strategic Commissioning Board’ (SCB). It is SCB which is the Council’s most senior management board.</p> <p>The Re Strategic Partnership Board is part of the partnering governance structure set out in the Development and Regulatory Services (DRS) contract between LB Barnet and Capita. Schedule 12 of the DRS contract states that:</p> <p style="padding-left: 40px;">“The governance structure shall consist of: a Strategic Partnership Board; [and] a Partnership Operations Board...”</p> <p>The Strategic Partnership Board consists of three members from LB Barnet and three members from Capita. The LB Barnet members are:</p> <ul style="list-style-type: none"> • Chief Operating Officer • Strategic Director for Commissioning • Commissioning Director • Growth & Development <p>The Capita members are: Partnership Director (1); Partnership Director (2); Executive Director of Capita Property & Infrastructure.</p>

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17.	<p>Page 12</p> <p>1.37 Aside from the fact that some words and punctuation are missing from 'The requirements are set out the contract this defines three levels of contract performance reporting, these being ...', the list of reporting requirements states that committees get only an annual report of performance. Why are committees, particularly this committee, not seeing at least quarterly reports?</p>	Mrs Barbara Jacobsen	<p>In addition to the annual report, Appendices A and B of the report, the main contracts are monitored quarterly through the Council's performance cycle. Individual performance reports for each contract and individual service area are published on the Council's website each quarter (www.barnet.gov.uk/performance) to enable further scrutiny. We provide a short summary of successes and challenges within the overall Quarterly Monitoring report.</p> <p>Any significant performance successes or challenges escalated into the Quarterly Monitoring Report to the Performance and Contract Management Committee.</p> <p>Please note a detailed report on CSG and Re performance is on the agenda as item 8. Additional reports or information can be provided to the Committee as directed.</p>
18.	<p>Page 13</p> <p>1.44 Does 'These additional commitments give rise to a further £6m of potential remedies for under-performance' mean that £6m might be saved by improving performance, or that £6m can be paid by Re if it underperforms on the commitments mentioned? If it is the former, how much of the £6m was costed into the business plan on which the contract is based?</p>	Mrs Barbara Jacobsen	<p>This statement means that there are a total of £6m of penalties that can be applied to Re for poor performance under the contract. Contractual penalties range from penalties resulting from KPIs performing below target, or milestones not being met for certain deliverables that are set out in the contract.</p>

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19.	Page 13 1.44 What is CSL?	Mrs Barbara Jacobsen	This refers to Capita Symonds Limited, the original name of the part of the Capita Group which operates the Re services through a Joint Venture with the London Borough of Barnet.
20.	Page 14 1.51 Does 'cliented by' mean that the Assurance Officer is the council's representative with whom HBPL liaises or to whom it reports?	Mrs Barbara Jacobsen	'Cliented by' means that the Assurance Officer has overall responsibility for the clienting of the contract. HBPL reports directly to and liaises with a number of different officers on a day-to-day basis.
21.	Page 15 1.54 How can a 'unit' operate as an SRO? Does this mean that everyone in a delivery unit is an SRO, or does it mean that SROs in each delivery unit are responsible for overseeing the advice the unit is given?	Mrs Barbara Jacobsen	The point here is that the senior management team of each Delivery Unit receive services from HBPL. They have a key role in making sure their requirements are understood by HBPL and that there are clear instructions to the legal team to accurately provide the advice requested.
22.	Page 17 1.61–1.63 As the 'one-year delivery plan 2014/15' is the one that expires next month, what Management Agreement replaces it?	Mrs Barbara Jacobsen	As reported to the Housing Committee 2 nd April (http://barnet.moderngov.co.uk/documents/s20709/Management%20Agreement.pdf) the Council is seeking approval from the Homes and Communities Agency to extend the existing 10-year Management Agreement with Barnet Homes for a further year from April 2015 to March 2016. It is also preparing a one-year Delivery Plan for Housing Management and Housing Options Services from April 2015. The Council is also challenging The Barnet Group to develop fit for purpose and value for money services from October 2015 that support the long term aims of the Council. A further report on the recommended longer term arrangements will be brought to the Housing Committee later in the year.

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23.	<p>Page 17</p> <p>1.62 'The Council has developed ... approved a 2012-2015 Housing Commissioning Plan and a Draft Housing Strategy, which is currently out for public consultation to be reported back on 22 April 2015.' Can you confirm that it is only the Draft Housing Strategy that is out for consultation?</p>	Mrs Barbara Jacobsen	Yes, it is only the draft Housing Strategy that is out for consultation.
24.	<p>Page 18</p> <p>1.66 What is TBG?</p>	Mrs Barbara Jacobsen	The Barnet Group, the parent company of Barnet Homes and Your Choice Barnet.
25.	<p>Page 19</p> <p>1.75 Who is the Council's representative in dealing with NSL?</p>	Mrs Barbara Jacobsen	The Council's representative in regard to the Parking Contract is the, Infrastructure and Parking Manager.

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26.	<p>Page 20</p> <p>1.79 It is good to know that NSL's performance has improved over time. How much money has it cost the Council each year since the start of the NSL contract for PCNs that were successfully appealed against at PATAS; how many PCNs, in number and as a percentage of the total issued, were successfully appealed against before reaching PATAS; and how does this loss of potential income affect the projected total income from NSL's service?</p>	Mrs Barbara Jacobsen	<p>Since the NSL contract commenced the number of Penalty Charge Notices (PCN) cancelled as a result of an error made by the issuing CEO is within the performance target set by the Council. There is a 3% tolerance on the PCN cancellation rate for CEO errors. This has not been breached. The reason for cancellation may be due to a number of different reasons, including the PCN should not have been issued and as such there would be no loss of income to the Council.</p>
27.	<p>Page 21</p> <p>1.88 What is MIS?</p>	Mrs Barbara Jacobsen	<p>It is the Management Information System. In the case of the Street Lighting PFI Contract this is a specialist IT system called Citegestion.</p>
28.	<p>Page 21</p> <p>1.90 Assuming the reference is to May 2013, does this statement mean the implementation of CMS was completed then or subsequently, and if so, when?</p>	Mrs Barbara Jacobsen	<p>The CMS installation was planned to be implemented over two financial years 2013/14 and 2014/15. It commenced in May 2013 and was completed in September 2014.</p>

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29.	<p>Page 21</p> <p>1.90 Is the drop in electricity consumption attributable to the installation of CMS or to its use to dim the street lights? If the former is the case, how did the installation itself save electricity, and if the latter is the case, when did the dimming start and by how much have the lights been dimmed?</p>	Mrs Barbara Jacobsen	<p>The energy saving has been derived from dimming the light output. The dimming profile depends on the road category and whether it is a high footfall area, such as a Town Centre. Consideration was also given to locations where CCTV is installed and hence where higher lighting levels are desirable.</p> <p>The maximum dimming profile used is 50% and this is achieved at times when traffic and pedestrian volumes are lower – i.e. for example, after midnight. This is in accordance with the recommendations made within the British/EU Lighting Standards and associated Lighting Code of Practice, where it recommends that lighting levels should be appropriate to usage. Without a Central Management System (CMS) being deployed allowing dynamic adjustment of lighting levels it would be usual practice to design a lighting scheme to meet the maximum anticipate usage and this is clearly wasteful at times when the usage is lower – such as after midnight and into the early hours of the morning.</p> <p>The advantage of CMS is the dynamic adjustment to provide adequate lighting at all times whilst ensuring that energy is not wasted and it also allows flexibility to respond to changing needs such as increases in accident and crime stats. As an example lighting levels would be adjusted upwards should it be identified that the lower levels are having a detrimental impact on either road traffic accidents or crime.</p>
30.	<p>Appendix B Page 43</p> <p>'Re has been working in partnership with LABC Warranty for the past few years...': how is this possible when Re has been in existence for only one year?</p>	Mrs Barbara Jacobsen	<p>This is a typing error and should read 'over the last 15 months'</p>

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31.	<p>Appendix B Page 31</p> <p>Reference is made to the satisfaction levels at contract commencement as a basis for comparison with current satisfaction levels. Given that the service was about to transition at that time and that many staff had left to avoid being made redundant surely it provides a false comparison which will inevitably make the current figures better than they might otherwise appear?</p>	Mr John Dix	<p>The contract baseline for Customer Satisfaction provided by the Council at the start of the CSG contract was 51%.</p> <p>This was in fact an increase on the previous quarter 1 performance for 2013/14 which reported customer satisfaction at 45%. In turn this was up from the March 2013 month end position of 43%.</p> <p>Through the CSG contract, satisfaction increased to 77% at the end of year 1 of the contract.</p> <p>In the period prior to transfer, the service was stable and improved month on month once CSG started running the services.</p>

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32.	<p>Appendix B Page 31</p> <p>If there is likely to be “a positive bias for telephony satisfaction, as customers are selected for the survey by call handlers” why do you continue to use it as a performance measure?</p>	Mr John Dix	<p>Satisfaction levels on the telephone have always been higher than any other channel. This was the case before the CSG contract commenced and has remained the case since.</p> <p>Poor satisfaction levels on the website and on email have been a consistent issue historically too and have impacted the ability to create any real or sustained channel shift.</p> <p>This is the reason that the “Gateway project” due to go live in March 2015 will see the CSG launch of an improved website and ability to for customers to transact using a secure personal account. In addition we have moved to a higher target for email response times (95% in 10 days from 90%) to help drive satisfaction across all channels.</p> <p>The method of measuring telephone satisfaction, by agent referral, is the same method used prior to the CSG contract starting and from that perspective remains a good reference point for the service.</p> <p>However, it was recognised from the outset that the inherited performance measures were not ideal and could result in a focus on volumes and not quality. Therefore, as set out elsewhere in the report, in year 2 the Customer Service KPIs are changing to give more focus on resolution of customer queries and on CSG owning queries for vulnerable customers. As the customer experience report sets out we have now also started undertaking post contact surveys via email and letters sent to all customers contacting us.</p> <p>The initial results so that customers are generally more satisfied with services that are delivered in full in through contact centre (such as assisted travel and parking) than where we are not able to deal with the query at the first point of contact.</p>
33.	<p>Appendix B Page 31</p> <p>How do you reconcile the very large differences in satisfaction rates between the mystery shopper exercise carried out by council staff and the mystery shopper exercise carried out as part of a pan-London survey?</p>	Mr John Dix	<p>While the results were based on the same 10 enquiries the results are hard to judge at face value. While overall customer care “handling” for the Barnet’s service was rated at 78% the “technical” element of the advice given was rated at 65% which may have lowered satisfaction.</p> <p>Experience suggests that the satisfaction levels are often driven by the ability to provide the end to end service and information at the first point of contact and in the two worst areas for Barnet, car removal and skip hire, the request may have required a handoff a service area for completion.</p> <p>However we continue to work on the knowledge base within CSG to increase first contact resolution. In year 2 the KPI targets are specifically aimed at driving up the number of transactions that can be resolved at first point of contact. It is hoped that this is turn will drive up Barnet’s performance.</p>

	Question	Questioner	Response
Item 8: Quarter 3 Monitoring Report 2014/15			
34.	<p>Page 75</p> <p>1.4 'Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.'</p> <ul style="list-style-type: none"> • How do the Compulsory Purchase Orders of homes on redevelopment sites, the removal of people from their communities, the redevelopment of council estates to prioritise private housing for the rich, and 'affordable' rents that are not affordable by many working people improve the satisfaction with Barnet as a place to live? • How do the proposed changes to library provision – with all options reducing the time and space for young people to study, for people to gather, for a children's section, for regular activities to be run – improve the satisfaction with Barnet as a place to live and study? 	Mrs Barbara Jacobsen	<p>The Council has committed to improving its largest post-war estates and major opportunity areas by bringing forward comprehensive and long-term change in these locations, to address a range of fundamental problems associated with high levels of deprivation, poor layout and design, environmental degradation and social exclusion. The regeneration of these areas will not only deliver new and affordable homes but new, attractive and sustainable neighbourhoods with supporting infrastructure, facilities and businesses serving existing and new communities. It represents a significant investment across the Borough and supports a range of key strategic objectives in relation to place making, neighbourhood integration, public health and well-being, growth and economic prosperity.</p> <p>As part of developing a new Corporate Plan, Commissioning Plans for each commissioning Committee and a draft Medium Term Financial Strategy, a number of potential service changes or efficiency savings have been identified.</p> <p>Where potential services changes are being considered, the Council will consider options, use consultation and carry out Equality Impact Assessments to ensure the impact of any project is part of the decision making process and so that impacts may be mitigated.</p>

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35.	Page 76 1.4.2 Why have agency levels continued to rise, particularly since many council staff have been made redundant?	Mrs Barbara Jacobsen	Two of the largest areas within the Council are currently undergoing restructures; these are Family Services and Street Scene. As part of the Council's strategy to minimise redundancies and ensure continuation of the delivery of front-line services, agency workers have been used to cover unfilled roles.																																																																
36.	Page 77 1.5 Table 1 How many of the people surveyed in each quarter live(d) in the estates subject to regeneration?	Mrs Barbara Jacobsen	Respondents' exact location are not known, we do however have the grouped satisfaction of individual wards across Barnet, due to the relatively small sample size (c.70) of responses from each ward, the statistically different satisfaction levels are highlighted: <table border="1" data-bbox="981 512 2107 1501"> <thead> <tr> <th data-bbox="981 512 1283 655"></th> <th data-bbox="1283 512 1576 655">Residents' satisfaction with their local area as a place to live</th> <th data-bbox="1576 512 1870 655">Residents' satisfaction with the way your local council run things</th> <th data-bbox="1870 512 2107 655">Barnet Council provides value for money</th> </tr> </thead> <tbody> <tr> <td data-bbox="981 655 1283 695">Brunswick Park</td> <td data-bbox="1283 655 1576 695">92%</td> <td data-bbox="1576 655 1870 695">74%</td> <td data-bbox="1870 655 2107 695">54%</td> </tr> <tr> <td data-bbox="981 695 1283 767">Burnt Oak</td> <td data-bbox="1283 695 1576 767">75% (Statistically lower)</td> <td data-bbox="1576 695 1870 767">57% (Statistically lower)</td> <td data-bbox="1870 695 2107 767">45%</td> </tr> <tr> <td data-bbox="981 767 1283 807">Childs Hill</td> <td data-bbox="1283 767 1576 807">93%</td> <td data-bbox="1576 767 1870 807">77%</td> <td data-bbox="1870 767 2107 807">59%</td> </tr> <tr> <td data-bbox="981 807 1283 879">Colindale</td> <td data-bbox="1283 807 1576 879">79% (Statistically lower)</td> <td data-bbox="1576 807 1870 879">66%</td> <td data-bbox="1870 807 2107 879">45%</td> </tr> <tr> <td data-bbox="981 879 1283 919">Coppetts</td> <td data-bbox="1283 879 1576 919">84%</td> <td data-bbox="1576 879 1870 919">64%</td> <td data-bbox="1870 879 2107 919">49%</td> </tr> <tr> <td data-bbox="981 919 1283 959">East Barnet</td> <td data-bbox="1283 919 1576 959">84%</td> <td data-bbox="1576 919 1870 959">75%</td> <td data-bbox="1870 919 2107 959">47%</td> </tr> <tr> <td data-bbox="981 959 1283 1062">East Finchley</td> <td data-bbox="1283 959 1576 1062">91%</td> <td data-bbox="1576 959 1870 1062">69%</td> <td data-bbox="1870 959 2107 1062">37% (Statistically lower)</td> </tr> <tr> <td data-bbox="981 1062 1283 1102">Edgware</td> <td data-bbox="1283 1062 1576 1102">81%</td> <td data-bbox="1576 1062 1870 1102">63%</td> <td data-bbox="1870 1062 2107 1102">52%</td> </tr> <tr> <td data-bbox="981 1102 1283 1174">Finchley Church End</td> <td data-bbox="1283 1102 1576 1174">95% (Statistically higher)</td> <td data-bbox="1576 1102 1870 1174">71%</td> <td data-bbox="1870 1102 2107 1174">55%</td> </tr> <tr> <td data-bbox="981 1174 1283 1246">Garden Suburb</td> <td data-bbox="1283 1174 1576 1246">100% (Statistically higher)</td> <td data-bbox="1576 1174 1870 1246">78%</td> <td data-bbox="1870 1174 2107 1246">52%</td> </tr> <tr> <td data-bbox="981 1246 1283 1286">Golders Green</td> <td data-bbox="1283 1246 1576 1286">86%</td> <td data-bbox="1576 1246 1870 1286">63%</td> <td data-bbox="1870 1246 2107 1286">46%</td> </tr> <tr> <td data-bbox="981 1286 1283 1326">Hale</td> <td data-bbox="1283 1286 1576 1326">87%</td> <td data-bbox="1576 1286 1870 1326">74%</td> <td data-bbox="1870 1286 2107 1326">52%</td> </tr> <tr> <td data-bbox="981 1326 1283 1366">Hendon</td> <td data-bbox="1283 1326 1576 1366">82%</td> <td data-bbox="1576 1326 1870 1366">64%</td> <td data-bbox="1870 1326 2107 1366">54%</td> </tr> <tr> <td data-bbox="981 1366 1283 1437">High Barnet</td> <td data-bbox="1283 1366 1576 1437">93%</td> <td data-bbox="1576 1366 1870 1437">80% (Statistically higher)</td> <td data-bbox="1870 1366 2107 1437">53%</td> </tr> <tr> <td data-bbox="981 1437 1283 1501">Mill Hill</td> <td data-bbox="1283 1437 1576 1501">92%</td> <td data-bbox="1576 1437 1870 1501">80% (Statistically higher)</td> <td data-bbox="1870 1437 2107 1501">69% (Statistically lower)</td> </tr> </tbody> </table>		Residents' satisfaction with their local area as a place to live	Residents' satisfaction with the way your local council run things	Barnet Council provides value for money	Brunswick Park	92%	74%	54%	Burnt Oak	75% (Statistically lower)	57% (Statistically lower)	45%	Childs Hill	93%	77%	59%	Colindale	79% (Statistically lower)	66%	45%	Coppetts	84%	64%	49%	East Barnet	84%	75%	47%	East Finchley	91%	69%	37% (Statistically lower)	Edgware	81%	63%	52%	Finchley Church End	95% (Statistically higher)	71%	55%	Garden Suburb	100% (Statistically higher)	78%	52%	Golders Green	86%	63%	46%	Hale	87%	74%	52%	Hendon	82%	64%	54%	High Barnet	93%	80% (Statistically higher)	53%	Mill Hill	92%	80% (Statistically higher)	69% (Statistically lower)
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	Question	Questioner	Response			
						higher)
			Oakleigh	93% (Statistically higher)	72%	56%
			Totteridge	95% (Statistically higher)	78%	54%
			Underhill	91%	84% (Statistically higher)	62% (Statistically higher)
			West Finchley	84%	68%	46%
			West Hendon	85%	61%	33% (Statistically lower)
			Woodhouse	89%	75%	51%
			Overall	88%	71%	51%

	Question	Questioner	Response
37.	<p data-bbox="315 118 416 145">Page 83</p> <p data-bbox="315 188 667 395">1.8 To what are the worsening rates of tenant arrears and temporary accommodation arrears attributed, and what is being done about each of them?</p>	<p data-bbox="696 118 853 177">Mrs Barbara Jacobsen</p>	<p data-bbox="904 118 1765 177">As detailed in the latest Barnet Homes performance report, available at: www.barnet.gov.uk/currentperformance</p> <p data-bbox="904 225 2112 432">Tenant Arrears: Performance has been impacted since the implementation of a new housing management system in June, owing to teething issues and some continued infrastructure problems which are causing the system to operate slower than expected. Mitigation actions are in place and there is progress in resolving the IT infrastructure issues. Barnet Homes is beginning to see improving performance results in December and into January. They continue to work with Capita and system supplier in order to remedy system speed issues.</p> <p data-bbox="904 480 2112 687">Underlying trend analysis has shown that housing benefit contributions continue to decline significantly. Should this trend continue in line with the analysis, an additional £900k will need to be collected directly from tenants over the course of the year when compared to 2013/14. It should also be noted that a similar reduction was experienced in 2013/14 from the year prior. Barnet Homes are working with CSG to produce to tailor efforts and resources in a proactive and efficient manner to mitigate the impacts on collection and tenants.</p> <p data-bbox="904 735 2112 1007">Temporary Accommodation Arrears: Performance has also been affected since the implementation of a new housing management system. However, due to the often differing nature of temporary accommodation types there have been some delays in process resulting in rent accounts being setup late. Due to the high proportion of housing benefit contributions on TA accounts (approximately 84.5%), there has been a consequent detrimental impact on arrears values whilst a backlog of housing benefit claims are assessed and contributions applied to accounts. Mitigations have been put into place and it is expected that an improvement in this area will be evidenced throughout quarter 4.</p> <p data-bbox="904 1054 2112 1262">Trend analysis shows a 3.6% reduction in housing benefit contribution between 2013/14 and the end of Q2 this year, which in real terms means collection of an additional £283k is required directly from tenants. Should this trend continue in-line with the analysis, an additional £550k will need to be collected directly from tenants over the course of the year when compared to 2013/14. In response, operational plans have been developed to ensure increased activity in relation to cash collections, discretionary housing fund and homeless prevention fund payments wherever appropriate.</p>

	Question	Questioner	Response
38.	<p>Page 83</p> <p>1.8 Why is R&B taking more than 50% longer than the target time to process changes to circumstances, and what is being done about it?</p>	Mrs Barbara Jacobsen	<p>The KPI target of 6 days in relation to processing changes in circumstances is a challenging one and one that has seen Barnet consistently performing in the top quartile. The last published DWP figures for Q1 2014/15 (April to June 2014) showed that it was the 3rd best performer in all Outer London Boroughs.</p> <p>This quarter has been challenging for a number of reasons, specifically:</p> <ul style="list-style-type: none"> - A cleansing exercise was undertaken to remove historical correspondence “flags” from customer accounts at the start of the quarter. This is good practice and was done to ensure that enforcement another action was not being suspended incorrectly because flags had been inadvertently left on accounts in the past. This meant that some customers wrote again advising us of changes creating many duplicate queries - The DWP started releasing Real Time Information (RTI) cases for investigation - these are cases where the DWP have used data from jobseekers & other income databases to assess whether benefits should be changed and where the reported change in then processed by the Council. 700+ Cases were received in October alone. These are complex cases often with backdated effects over several months for which the DWP has a 4 week target - if not met performance on these can effect local authority error/ subsidy claims and therefore prioritising these impacts performance for more standard Changes in Circumstances <p>We are monitoring performance closely and particularly the level of RTI cases received to establish the long term staffing level requirements to meet the DWP turnaround targets. We are also putting in place 3 additional staff to cope with the increased and complex workload.</p> <p>The January 15 performance shows an improvement to 6.82 days.</p>
39.	<p>Page 83</p> <p>1.8 What is the target for successful completion of drug treatment for opiate users and what accounts for the reduction?</p>	Mrs Barbara Jacobsen	<p>As set out in the quarter 3 Public Health report, available from www.barnet.gov.uk/performance, the target for opiate users (indicator PH002) is 8.2% and non-opiate users (PH003) is 40.2%. This data has a significant lag, indications from October 2014 data indicates improvements in performance of these indicators.</p>

	Question	Questioner	Response
40.	<p>Page 83</p> <p>1.8 What were the three strategic planning documents that should have been signed off, why weren't they and have they been yet?</p>	Mrs Barbara Jacobsen	<p>There were three milestones set for Strategic Planning Documents to be completed and signed off in Q3. None of these were completed for the following reasons:</p> <ol style="list-style-type: none"> 1. One approval milestone scheduled in November under SPKPI01 - The Local Development Scheme – was originally scheduled to be presented in November's Policy and Resources Committee, however it did not take place. This is now scheduled for March 2015. 2. The North London Waste Plan (NLWP) was not progressed sufficiently. This is produced by Barnet with 6 other North London boroughs. Changes to the timetable are therefore a matter for all 7 Boroughs and not Barnet alone. Slippage is not under the sole control of the Council. The NLWP is now scheduled to be reported to the Policy and Resources Committee in March 2015. 3. Further inputs to draft Statement of Community Involvement (SCI) secured in late 2014 led to slippage. SCI is now scheduled for Policy and Resources Committee approval in February 2015. <p>As referred to in the Regional Enterprise quarter 3 report published (www.barnet.gov.uk/performance).</p> <p>Following quarter 3 reporting, the draft Statement of Community Involvement was published here: http://barnet.moderngov.co.uk/documents/s21206/Barnets%20Local%20Plan%20-%20Draft%20Statement%20of%20Community%20Involvement.pdf http://barnet.moderngov.co.uk/documents/s21207/Appendix%20A.pdf</p> <p>SCI will be presented to Policy and Resources Committee on 17 February 2015.</p>
41.	<p>Page 90</p> <p>1.11.1 Adults & Communities: 'The forecast also assumes £0.500m MTFS savings in relation to procurement savings on the equipment contract will not be achieved.' What is the basis for this assumption?</p>	Mrs Barbara Jacobsen	<p>The contract is still under review and therefore, no savings will be achieved in 2014/15. This contract will continue to be reviewed for implementation and savings in 2015/16.</p>

	Question	Questioner	Response
42.	<p>Page 90</p> <p>1.11.1 Children's Family Services: Assessment and Children in Need</p> <p>Why is there an overspend of £0.203m on agency staff, how many staff does this cover, why are the posts not filled by permanent staff?</p>	Mrs Barbara Jacobsen	<p>There was a temporary increase in the use of agency staff over the last six months due to planning for the transformation of Children's Social Care. In addition, it has been difficult to recruit suitably experienced senior social workers. We are now actively recruiting using a new website to attract candidates and hope to be able to recruit permanent staff to all vacant positions. This covers 15 staff.</p>
43.	<p>Page 90</p> <p>1.11.1 Children's Family Services: Children's in Care and Provider services</p> <p>How much of the £0.714m overspend is attributable to staffing, is that for agency staff or permanent staff, and how many staff does this cover?</p>	Mrs Barbara Jacobsen	<p>Total overspend attributable to staffing is £0.500m. This is mainly from the use of agency staff and a built in vacancy factor introduced in the budgets at the beginning of the year. It has been difficult to recruit suitably experienced senior social workers. We are now actively recruiting using a new website to attract candidates and hope to be able to recruit permanent staff to all vacant positions. This covers 15 staff. Total number of agency staff used throughout the year is 15.</p>
44.	<p>Page 90</p> <p>1.11.1 While underspends seem a positive outcome, how do the staff vacancies in the Commissioning and Business Improvement service and the Youth and Community services affect the delivery of those services?</p>	Mrs Barbara Jacobsen	<p>There is no service impact on the user of vacancies in these areas; these are connected to preparation for the restructure of the service, which will be implemented on 1st April.</p>

	Question	Questioner	Response
45.	<p>Page 90 1.11.1 Barnet Group</p> <ul style="list-style-type: none"> • ‘due to increasing number of clients’: how many new clients were there and how many new clients had been budgeted for? • ‘high inflation rates for emergency accommodation during 2014’: does this mean increased rent rates and, if so, what was the rate of increase? Was any of the overspend a result of incentive payments to landlords? • ‘despite recent decreases in emergency accommodation costs where numbers were 461’: was this decrease a result of the London rent-capping initiative and, if so, to what extent did it reverse the increases on 2014, and to what does 461 refer in this context? • What mitigations are being undertaken? • How does regeneration buy-back for rental work, where are the properties concerned, how much of a shortfall in income is there and what are the reasons for it? 	Mrs Barbara Jacobsen	<ul style="list-style-type: none"> • There was a forecasted increase of 213 (from 1,057 to 1,270) households requiring assistance, over and above that which had been budgeted for in the previous year and which contributed to increased demand. 76 of these households were new clients as opposed to existing clients moving as a result of lease end. • Yes, the net cost of emergency accommodation increased by 55% in 2014 in the period January to October. The overspend is largely as a result of forecasted significant increases to the cost of providing temporary accommodation and affordable PRS supply. At the end of Q3, incentive payments to landlords were forecasted to cost £92k more than was originally budgeted for. • The Pan London agreement has served to stabilise the cost of emergency accommodation. Whilst costs for other forms of Private Rented Sector supply continue to increase, the average annual net cost of emergency accommodation reduced by 15% by the end of Q3. 461 refers to the number of households in emergency accommodation at the end Q3. • There are a variety of mitigating actions in place to both help reduce demand and increase affordable supply. These include targeted homeless preventions, improvements to schemes enabling households to access the private rented sector, and revised schemes to yield affordable supply. • As detailed in the latest Barnet Homes performance report, available at: www.barnet.gov.uk/currentperformance Regeneration Buyback is a Council programme operating in a number of regeneration schemes in Barnet. Barnet Homes does not itself determine the nature of the programme. Regeneration Buyback enables the Council to purchase residential properties from owner occupiers who need to sell their properties due to financial and/or medical hardship, but are unable to do so because of the regeneration proposals. The acquired properties are then brought up to reasonable standards to be re-let under the Private Sector Leasing (PSL) Programme. These properties provide temporary accommodation for homeless families and provide a regular income stream. They are then sold to the development partners as and when they are required for redevelopment. The Council is able to recover its costs once the properties have been transferred to the development partners for redevelopment. In Q3 it was identified that there was a £235k shortfall of income where it had previously been forecast to be on budget. This was because the Council set the 2014-15 budget for Regeneration Buybacks at higher rental value and against a higher number of properties than was achievable. The budget will be revised to reflect the true position in the budget setting for 2015-16.

	Question	Questioner	Response
46.	<p>Page 94</p> <p>1.12 How high is the risk that £1.012m of the savings will not be achieved and to what areas does the risk apply?</p>	Mrs Barbara Jacobsen	<p>The areas that the reported £1.012m non-achievable savings risk is detailed in 'table 10 savings' within paragraph 1.12. The breakdown is as follows;</p> <p>£0.500m – relating to Adults and Communities £0.476m – relates to Family Services £0.033m – relates to HB Public Law £0.004m – relates to Commissioning £1.012m – Total</p> <p>The material savings risks relate to Adults and Communities and Family. Adults and Communities (£0.500m) savings risk of £0.500m is deemed high and was explained in response to question 45 (above).</p> <p>Family Services (£0.476m) savings risk is associated with the managed vacancy factor applied to budgets across Family services. This is being managed in year through a financial recovery plan. A restructure of the service will ensure that in 2015/16, the savings are delivered with an appropriate level of managed vacancy factor in place.</p>
47.	<p>Page 98</p> <p>1.16 While agency expenditure is less than for Quarter 3 last year, Item 7, 1..4.2, states 'Agency levels have increased by 10% from quarter 2, with 543 agency staff currently employed.' Why have the levels increased and why are so many agency staff needed?</p>	Mrs Barbara Jacobsen	<p>Two of the largest areas within the Council are currently undergoing restructures; these are Family Services and Street Scene. As part of the Council's strategy to minimise redundancies and ensure continuation of the delivery of front-line services, agency workers have been used to cover unfilled roles. We are completed detailed workforce plans for 2015/16 which will see reduction in the use of agency posts.</p>

	Question	Questioner	Response
48.	<p>Page 102</p> <p>1.19.2 What was the total amount invested in Icelandic banks, what was the face value of the claim auctioned in January 2014 and how much was received as a result of the auction?</p>	Mrs Barbara Jacobsen	<p>The original total principle deposited in Icelandic Banks was £27.4m (£15.0m with the Landsbanki and £12.4m with Glitnir). Interest was also accrued on top of those deposits.</p> <p>The value of the claim auctioned was £16.5m which represented the amount deposited and the accrued interest. The Council received 92% of this debt back. So of a total £16.5m, the Council has now received £15.2m back.</p> <p>The council has now received £13.4m back from Glitnir and £15.2m of debt back from Landsbanki. This means of a total of £27.4m deposited, we have received £28.6m back. Approximately £2.5m remains in an escrow account held in Iceland due to currency restrictions.</p>
49.	<p>2.6 YCB To what extent are the vacant permanent positions and the high percentage of agency staff needed because of the pay cuts imposed on staff?</p>	Mrs Barbara Jacobsen	<p>There is no evidence to show that vacant permanent positions are due to pay cuts imposed on staff. YCB pays its staff a higher hourly rate than most other social care providers and has significantly higher benefits as standard within terms and conditions, this continues to ensure that the organisation attracts and retains a high calibre of staff. As noted in the Quarter 3 report to Performance and Contract Monitoring Committee, Performance Indicator 11 (Agency Staff) shows that the use of agency staff is still relatively high at 22% as the organisation continues to recruit to permanent posts. However, permanent appointments are being made against vacant posts and a further reduction in usage of Agency staff can be expected as recruitment proceeds.</p>

	Question	Questioner	Response
50.	<p>Appendix A – Performance Report Page 109</p> <p>Whilst 74% of CSG calls were answered within the SLA is it acceptable that in October only 26.6% of the 11,000 calls regarding Council Tax were answered within the SLA, maximum queue times exceeded 45 minutes and over 2,500 calls were abandoned.</p>	Mr John Dix	<p>It is not acceptable for Council Tax customers to receive a worse service than any other customer contacting the Council and we aim to treat all customers consistently. We are disappointed by the performance in this area despite meeting the overall service KPI when all services are taken into account. However it should be noted that Council Tax and Council Tax Benefits calls make up on average 25% of all calls received to First Contact at an average of 53,500 calls a quarter. This SLA only measures whether a call was answered within 20 seconds, and despite the volumes we still answered 77% of all the calls we received over the period. It should also be noted that the average Council Tax calls handled per month are up by a third from the start of the contract. This was after we made the decision to move enforcement calls into First Contact because of complaints from Members and the public that no calls could get through to the back office, with the intention of improving the service provided to all customers. We monitor all performance on a daily basis and consistently meet the target of answering 80% of calls in 20 seconds in Council Tax. However this is always impacted by the enforcement runs (Council Tax reminders, Final notices or summonses) that are issued during the month. During this reporting period we issued:</p> <ul style="list-style-type: none"> • 4,023 Reminders • 2,020 Finals • 4,255 Summonses <p>Performance on the days following the issue of notices can dip dependant on the volume of notices that are sent and the number of customers that contact us. The complexity and duration of these calls will also change as we move towards the end of the financial year and as recovery action is stepped up where a customer has failed to pay previously or adhere to previous payment arrangements. This is why the detailed performance figures also show that average handling times for calls and average queue times start to go up towards the end of the Council Tax year. While we do plan for these enforcement runs and staff accordingly, they are hard to predict exactly. We have also been impacted this quarter by some backlogs in benefits processing for Changes in Circumstances. This has occurred for a number of reasons and has led to additional calls as customers queried why their Council Tax liabilities had not been amended. When the issue was identified we ran checks to ensure that all further action was suspended and the backlog has now been cleared.</p> <p>We have also been impacted in this quarter by staff absenteeism and turnover. This is in part due to the fact that the Contact Centre employment market is buoyant and staff are being head hunted away. We are seeking to address this through new recruitment campaigns and incentives. However Council Tax is also one of the most complicated services of the contact centre with new members of staff taking 3-4 weeks to train and meaning that it is more difficult to cross skill from other more generic teams at peak times or on demand in the event of unplanned absences.</p> <p>We are actively recruiting and do so based on predicted future volumes and the need to perform within the SLA. We are also putting in place additional cross skilling for basic queries and making arrangements for the back office Council Tax staff now located in our Blackburn processing centre to assist with peaks in demand during enforcement runs.</p>

	Question	Questioner	Response
51.	<p>Appendix A Page 109</p> <p>Whilst the average initial wait times at Barnet House were only 1.5 minutes why did the report not mention that average initial wait times at Burnt Oak Library were 17 minutes and that many people waited over an hour?</p>	Mr John Dix	<p>The data published for this report is compiled by the Council's Senior Responsible officer and represents just a selection of the data provided by CSG. The monthly and quarterly reports provided by CSG under the contract provide the detail behind all reported performance figures and commentary on the successes and issues. This includes both face to face service centres.</p> <p>The underlying detailed data behind the customer services performance is also provided by CSG who agreed at the Committee's request to publish this on the Councils website transparency pages.</p> <p>Across the 2 centres the average initial wait time was 7.7 minutes with the majority of customers attending Barnet House (3300 customers) where initial wait times averaged 1.5 minutes rather than Burnt Oak Library (1978 Customers) where they averaged 17 minutes.</p> <p>The difference is predominantly because the way the queuing systems are managed. In Barnet House the "initial wait time" measures the time from joining any queue until the customer gets to reception, then secondary wait is from the time you get issued a ticket (if your enquiry cannot be resolved at reception) until you see a Customer Services Officer (CSO) on the second floor.</p> <p>However, in Burnt Oak Library there is no middle step, and the secondary wait time is actually the interaction time the customer spends with the Customer Services Officer (CSO). These were the processes in place when CSG took on the contract.</p> <p>The corporate target for the average initial wait is 5 minutes and for secondary wait is 10 minutes. So, given that Burnt Oak wait times are actually end to end, we missed the targets by 2 minutes.</p> <p>It should also be noted that of the 5000 customers who visited the face to face centres in October 10% chose to do the voluntary GovMetric survey on exit and of those 75% reported receiving a good service.</p> <p>However, we recognise that face to face services are an important channel particularly for vulnerable customers or those unable to make contact by phone or email and service levels have not been as consistent as we would like recently. As a result, and to address the desire to maximise the use of service terminals and My Account facilities and reduce waiting times at the face to face centres, a full face to face service review is currently being carried out by CSG.</p>

	Question	Questioner	Response
52.	<p>Appendix A Page 109</p> <p>Whilst 54% of calls were resolved at first contact is it acceptable that in October only 20.4% of street based services calls and 35.5% of housing benefit calls were resolved?</p>	Mr John Dix	<p>CSG do not undertake the end to end process for Street Based Services (SBS) calls. While CSG agents are able to log job requests into SBS systems the placement of those requests with contracts and the fulfilment of those requests are managed by SBS and not within CSGs control.</p> <p>We are looking to improve this and earlier this year SBS introduced the “muni-round” system into refuse vehicles. This allows us to report direct to the refuse teams out on rounds when bins were missed or needed a rescheduled visit.</p> <p>The system has been partially rolled out but we are awaiting confirmation from SBS regarding the date when all collections will be on Muni-rounds. At present only blue and black collections and houses are being logged on this system which means that in a number of cases we still have to contact the back office to find out why their bin wasn’t collected and are unable to identify genuine missed collections.</p> <p>Flat collections were added in December and green and commercial collections will be added in the New Year, exact dates are to be confirmed.</p> <p>This situation continued to lead to longer average handling times as we contacted SBS for information and updates or referred customers.</p> <p>For benefits calls we were impacted by some of the more complex DWP change in circumstance cases that were processed during October as described in the response to question 38 (above). These had to be handed off to dedicated specialist teams in the back office due to their complexities.</p>

	Question	Questioner	Response
53.	<p>Appendix A Page 109</p> <p>At 1.16 the report states “The table below (Table 15) details all agency staff costs incurred during quarter three 2014/15 financial year in comparison to quarter three 2013/14 financial year. This identifies that agency expenditure has reduced by £0.914m from the equivalent quarter last year”. Are you sure this statement is correct and if so what do you define as “Agency Costs?”</p>	Mr John Dix	<p>The data within table 15 is a cumulative total of agency spend across the first three quarters of financial year 2013/14 compared with 2014/15. Expenditure has indeed reduced when comparing this period across the two financial years.</p> <p>Expenditure as reported within this table is attributed to the Council’s neutral vendor contract with Comensura, which covers the cost of agency staff, interims and consultancy.</p>
54.	<p>Appendix A Page 109</p> <p>Does the fact that there was a negative direction of travel on 55 of the KPIs suggest that a commissioning led strategy is not working successfully?</p>	Mr John Dix	<p>Throughout the year there are a number of changes in the direction of travel of all of the Performance Indicators the Council monitors. As set out in the report we review against our Corporate Plan targets, KPIs and PIs within Management Agreements, and conduct benchmarking to test our comparative position. During quarter3, there were 107 KPIs with either an improving or of the same outturn.</p>

	Question	Questioner	Response
55.	<p>Appendix A Page 130</p> <p>Barnet Homes and RE call centre ratings: since 'there is likely to be a positive bias for telephony satisfaction, as customers are selected for the survey by call handlers', why shouldn't these results be discarded and an objective selection of respondents be instituted for future surveys?</p>	Mrs Barbara Jacobsen	<p>Satisfaction levels on the telephone for all services have always been higher than any other channel not least as this is still the channel of choice for the majority of customers and therefore naturally will have the highest referral rates. This was the case before the CSG/RE contracts commenced and has remained the case since.</p> <p>Poor satisfaction levels on the website and on email have been a consistent issue historically too and have impacted the ability to create any real or sustained channel shift.</p> <p>This is the reason that the "Gateway project" due to go live in March 2015 will see the CSG launch of an improved website and ability to for customers to transact using a secure personal account. In addition we have moved to a higher target for email response times (95% in 10 days from 90%) to help drive satisfaction across all channels.</p> <p>The method of measuring telephone satisfaction, by agent referral, is the same method used across all Council services and as it was in place prior to the CSG and RE contract starting it remains a good reference point for the capita run services.</p>
56.	<p>Appendix A Page 130</p> <p>Customer experience: Mystery shopping How do you account of the fact that there is a difference of 19% in the satisfaction rate between Barnet's internal mystery shopping (79%) and the pan-London mystery shopping (60%) results?</p>	Mrs Barbara Jacobsen	<p>Mystery shopping is conducted using a small sample based on subjective assessment of the call. A more detailed response is provided under question 33 (above).</p>

	Question	Questioner	Response
57.	<p>Appendix A Page 140</p> <p>Section 5 HR/People performance: To what is the -19.7% deviation from budgeted cost attributable?</p>	Mrs Barbara Jacobsen	<p>The variation to total paybill is attributable to established employee costs - i.e the budgeted cost versus the actual cost.</p> <p>As indicated in the reports, the Council is using a higher number of agency deployments during two significant service reorganisations.</p>
58.	<p>Appendix A Page 140</p> <p>Section 5 If the table on p. 140 excludes CSG and Re, who is the Managed Service Provider</p>	Mrs Barbara Jacobsen	<p>The Council secures agency, interim and consultants from its managed/neutral service provider – Comensura – a supply management specialist in supplying temporary and contractor labour into large organisations.</p>
59.	<p>Appendix A Page 140</p> <p>5 The table shows 1775 occupied FTE posts, but only 1635 FTE employees. Does that mean that 140 of the 'MSP Resource' (and please explain MSC) fill the remaining positions? If not, how are the numbers explained?</p>	Mrs Barbara Jacobsen	<p>The majority of posts are filled in this way, however, there are also casual contracts and ad hoc pieces of work undertaken to cover shifts at short notice.</p>

	Question	Questioner	Response
60.	<p>Appendix A Page 140</p> <p>5 What is the breakdown of the 543 MSP Resource in terms of agency staff, interims and consultants. And how long are interims employed?</p>	Mrs Barbara Jacobsen	<p>The breakdown of the 543 MSP resource is 477 agency staff and 66 interims/consultants covering fixed-term positions.</p> <p>As at the end of December 2014, across all of the temporary contracts sourced through the MSP contract, there was an average tenure of 38.9 weeks.</p>
61.	<p>Appendix I – Capita Page 171</p> <p>How much do Capita charge to move a single personal computer from one location to another in a situation where the new location is already provided with suitable electricity and an Ethernet connection (or whatever type of data connection is required).</p>	Mr D R Dishman	<p>As specified in the Information Systems output specification reference IS12.05 of the contract, moves of up to 10 devices are included in the contract price and therefore no additional charge is made.</p> <p>Information Systems output specification is available from: https://www.barnet.gov.uk/downloads/download/1242/csg_contract_schedule_1-output_specifications</p>

	Question	Questioner	Response												
62.	<p>Appendix I – Payments Page 171</p> <p>Of the £ 14,739,960.00 paid to Capita as “Interim Measure to provide critical services” how much was actually used during the 8 week period before the contract was signed, what happened to the balance and has it been refunded or off set against other payments?</p>	Mr John Dix	<p>In June 2013, Cabinet Resources Committee resolved that the Committee authorise a waiver of the Contract Procedure Rules and approve the Council entering into an interim contract with Capita up to a value of £14.7m to secure the business critical activities</p> <table> <tr> <td>Business as Usual</td> <td>982,050</td> </tr> <tr> <td>Insight Development - Increase</td> <td>126,443</td> </tr> <tr> <td>Interim DR - Increase</td> <td>19,163</td> </tr> <tr> <td>Capital ISA</td> <td>5,640,736</td> </tr> <tr> <td>Revenue Contribution ISA</td> <td>2,445,307</td> </tr> <tr> <td>WAN Optimisation (Design)</td> <td>1,470,024</td> </tr> </table> <p>A balance of £4.06m was refunded. The remainder was offset against the contract that was entered into in September 2013.</p>	Business as Usual	982,050	Insight Development - Increase	126,443	Interim DR - Increase	19,163	Capital ISA	5,640,736	Revenue Contribution ISA	2,445,307	WAN Optimisation (Design)	1,470,024
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63.	<p>Appendix I Page 171</p> <p>If the base line costs for the CSG and Re contracts was £53 million, as detailed in the final business cases when the decision was taken to appoint Capita to both these contracts, why have Capita been paid £110 million during just 16 months of the CSG contract and 15 months of the Re contract?</p>	Mr John Dix	<p>This table shows the contracted payments made to date and over the life of the contract, it also shows a breakdown of the additional payments made (e.g. gainshares, projects, TUPE, Regeneration).</p> <p>Please see Appendix 1 below for the table.</p>												

	Question	Questioner	Response
64.	<p>Appendix I Page 171</p> <p>Who has authorised the £7.5 million of special project fees paid to Capita in just 12 months and were any Councillors involved in those decisions?</p>	Mr John Dix	<p>The Council's Cabinet approved the Full Business Cases for the Customer Support Group (CSG) and Regional Enterprise (Re) contracts in 2013. The scope of services provided by the Customer Support Group (CSG) includes Programme and Project Management, IS and Estates. These services deliver projects on behalf of the Council, from management of the programme to build or extend schools, other capital projects, develop and implement new IS services or provide contract management capacity for retained Council departments where requested.</p> <p>CSG deliver Estates and IS capital expenditure projects on behalf of the Council. The budget for this work is agreed through Policy and Resources Committee, and Full Council, each year. Variations to the capital programme are reported to Performance and Contract Monitoring Committee.</p> <p>CSG also deliver a number of transformation projects, as they operate the Corporate Programmes function (formerly an in-house team). The use of Transformation Reserve funding for transformation projects is agreed by Policy and Resources Committee in accordance with our financial regulations. The quarterly CSG performance report includes a summary of work commissioned each quarter.</p> <p>Previously the cost of capital projects (IS and Estates) and internal service improvements would have been reported within different budgets - service budgets, the capital programme and the quarterly reporting to Committee on the use of the Transformation . The payments to Capita schedule include all these costs.</p> <p>The £7.5m spend on special projects primarily consists of a £3.4m spend on Estates projects (which includes over £2m spend on schools build project), c.£1m spend on IS where new systems have been procured by internal Council service departments and are being rolled out, spend on project management for service changes and reorganisations in Adults, Early Years, Streetscene, Family Services and on several large projects such as Unified Reward and management of the Sport and Physical Activity review.</p>

	Question	Questioner	Response
65.	<p>Appendix I Page 171</p> <p>On 9 December 2013 Capita were paid £346,207 under the Gainshare contract clause. This included an upfront payment of £273,063.60 for forecast savings over the next year on the Comensura contract. However, during this period payments to Comensura have increased with December 2014 being a record high for Comensura invoices. What steps has the Council taken to reconcile the Gainshare payment and is it a prudent practice to make such large upfront payments before contract savings have been realised?</p>	Mr John Dix	<p>Capita has guaranteed savings of £125million to the council over the 10 year term of the contract, of which procurement savings over this time amount to £47 million. Provided these guaranteed minimum savings levels are met, there is a gain share mechanism for any savings over and above this.</p> <p>Gain share will ordinarily be paid at the point where Capita has completed its work on any specific tendering/procurement exercise. All savings are signed-off by the council as part of an established governance process in which Capita has to rigorously evidence the basis for the savings to the council.</p> <p>These payments are repayable should the actual saving not be delivered. In the instance of the Comensura contract, the saving that has been negotiated relates to the rates paid to agencies for each deployment, not a saving on the total amount of agency spend, which will clearly vary depending on the number of agency staff that the Council requires.</p> <p>Capita are delivering over and above the savings which they are contracted to provide, for which the council and taxpayers are benefiting.</p>

Appendix 1: This shows the payments due to Capita under the CSG and Re payment schedules that were published with the contracts. It then shows the payments made above the published schedule, and the reasons for these additional payments.

Published payments schedule:

	2013/14	2014/15 to date	2014/15 Remaining	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Contracted	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CSG	35,962	21,418	3,063	26,671	29,482	25,453	25,951	24,198	17,203	20,467	25,106	10,621	265,595
Re	8,610	11,193	3,658	15,083	15,310	15,308	15,345	15,455	15,484	15,533	15,597	3,907	150,483

Additional payments:

	2013/14	2014/15 to date	2014/15 Remaining	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CSG	2,843	11,748											14,591
Re	775	2,574											3,349
Additional items	14,933												14,933

Additional payments to CSG represent payments for procurement gainshare and projects spend. This is explained in further detail in the questions above (Q64, 65).

Additional payments to Re relate to payments for undertaking Transport for London highways works, which are grant funded by TFL, and spend on regeneration projects, costs for which are typically recovered from development partners.

The final additional payment line relates to the interim service agreement with Capita.