

Unique Id	Services relates to	Service Provider Commitment	Certain/Aspirational	Related Risk	Underpinning Detail	Timescales to Deliver	Included in Core Offer	Benefit to the Authority	Benefit to the Provider	Evaluation Criteria Reference	Related Assumptions/ Dependencies
T2-1	All Services	The Service Provider will work with the Authority and Barnet Citizens and Businesses to co-design the way that services will be delivered and how they will be presented through collaboration, workshops and liaison over the Initial Term and on the basis set out in Schedule 2, Service Delivery Plans.	Certain	None	Method statements, in particular Customer Services, Procurement and Transformation; Schedule 3 Continuous Improvement Establish channel development team of 6 FTEs in Customer Services; Exx transformation co-design activity; Super KPIs for Resident, Business and Lead Commissioner satisfactions and Delivery Units having positive relationship with Partner	From Service Transfer Date	Yes	Services designed to meet customer needs and access requirements; Improved customer satisfaction; Reduced cost of service provision due to channel shift; Appropriate face to face and technology access for range of customer base; Supports the shift in existing and future service options; Sustainable self help and self support options developed.	Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price; Drive innovation in service design; Supports the development of supply options within the ecosystem	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time B. New relationship with citizens Meeting the diverse needs of customers C. Service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations	None
T2-2	Customer Services	The Service Provider will, on or before 9 months following the Service Transfer Date, provide a Customer Relationship Management System so that all interactions between Barnet's Citizens and the Service Provider can be recorded in one place on the basis set out in Schedule 2, Service Delivery Plans.	Certain	None	Customer Services and Transformation method statements; Investment in single customer view Exx Establish channel development team of 6 FTEs in Customer Services; Exx transformation co-design activity	On or before 9 months following the Service Transfer Date	Yes	Insight gained into citizen requirements that will support in scope and retained service redesign: Services designed to meet customer needs and access requirements; Improved customer satisfaction; Reduced cost of service provision due to channel shift; Services tailored to fulfil multiple requirements through reduced contacts; Puts in place key element of the infrastructure required to develop One Public Sector approach to the citizen in Barnet	Streamline service delivery and deal with multiple requests reducing customer contacts in line with volume reductions forecast; Gained citizen insight creates a value proposition to take to other service providers and organisations and creates an opportunity for unified infrastructure service options and therefore economies of scale and increased service take up	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council B. New relationship with citizens High and measured customer satisfaction Maximising access and quality of experience C. Service delivery Continuous and innovative improvement in service delivery	None
T2-3	All Services	The Service Provider will provide Customer Portals for Barnet Citizens, schools, businesses and staff to enable them to self serve by requesting services, providing information, applying for services or benefits, finding out information or being sign-posted to services and information of interest on the basis set out in Schedule 2, Service Delivery Plans. These services to be provided based on the following phases: - Citizen portal on or before 12 months following the Service Transfer Date - The Employee Portal for Barnet staff and Schools that procure HR services to enable them to self serve by providing HR information, policies and procedures or being sign-posted to services and information of interest on the basis set out in Schedule 2, Service Delivery Plans. These services to be provided based on the following phases: - Employee Portal on or before 7 months following the Service Transfer Date - The Service Provider will provide additional services via the Employee Portal for Barnet Staff to enable them to request and apply for HR services on or before month 15 of the Service Transfer Date - Supplier Portal on or before 13 months following the Service Transfer Date - The Service Provider will provide a Schools Portal to enable them to self-serve by providing sign-posts to services, information of interest and the Schools Traded Services Catalogue on the basis set out in Schedule 2, Service Delivery Plans. These services to be provided on or before 9 months following the Service Transfer Date The Service Provider will provide a Schools Portal, for Schools that procure HR services, to enable them to view HR information, request and apply for HR services on or before 9 months following the Service Transfer Date on the basis of delegated authority to transact. Personal and job related staff details will be added as set out in Schedule 2, Service Delivery Plan, Schools.	Certain	None	All method statements, in particular Customer Services and Transformation; Transition and Transformation plans; EXX investment in development of portals; EXX investment in Knowledge Management; EXX investment in transformation co-design activity; 6 FTE in Channel Development Team	Citizen Portal - On or before 12 months following the Service Transfer Date Employee Portal - On or before 7 months following Service Transfer Date and additional services on or before 15 months following Service transfer Date Supplier Portal - On or before 13 months following the Service Transfer Date Schools Portal - On or before 9 months following the Service Transfer Date	Yes	Customers more easily able to access and transact online with Authority; Improved customer satisfaction; Signposting to other service providers; Improved community cohesion; Ability to promote and encourage citizens to take up Non Council service options plus market additional services Better informed staff able to focus on delivery as opposed to administrative activity	Reduced cost to serve and improved customer satisfaction; Supports channel shift and self help reducing cost base	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time Effective management, sharing and use of data and insight to deliver a citizen-centric council B. New relationship with citizens Enabling citizens and customers to do things for themselves and nurturing the Big Society Maximising access and quality of experience Meeting the diverse needs of customers C. Service delivery Compliant, high quality service delivery D. Financial and Commercial Net financial benefit and payment profile including pace	None
T2-4	Customer Services	From the 7th month of the Initial Term, the Service Provider will facilitate the reduction in demand on the Authority's Retained Services by using Customer journey management to match the Barnet Citizens requirements to alternative service providers within the community, 3 <sup>rd</sup> sector and private sector on the basis laid out in Schedule 2, Service Delivery Plans for Customer Services, Transformation and Procurement Service.	Certain	None	Customer Services, Procurement and Transformation method statements; Investment in single customer view £2.16m; 51% Reduction in volume of contacts (and associated FTE reductions) factored into contract price; Establish channel development team of 6 FTEs in Customer Services; £720k transformation co-design activity; £500k investment in development of the Eco-system; Super KPIs including reduced demand for Authority Services and business, commissioner, delivery unit and resident satisfaction	On or before 7 months following the Service Transfer Date	Yes	Customer Insight; Single view of the customer; Supports commissioning council and informs future service requirements; Early intervention to deflect services to most appropriate delivery route - including community, faith groups and family reducing cost to Authority over time; Improved customer satisfaction; Improved resident satisfaction as they are more engaged in developing service options; Underpinning life event approach will support the One Public Sector as citizens are more involved in holistic view of their issues	Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price; Drives innovation in service design; Supports the development of supply options within the ecosystem;	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time B. New relationship with citizens Enabling citizens and customers to do things for themselves and nurturing the Big Society Maximising access and quality of experience C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations	None
T2-5	All Services	Throughout the Initial Term the Service Provider will consult with the Advisory Group, Authority Service Managers and other stakeholder forums to build better information links between the Service Provider and Authority's Retained Services and inform future service designs, basis set out in Schedule 2, Service Delivery Plans.	Certain	None	Transformation and Corporate Programmes method statements; Special Projects Schedule 15; Continuous Improvement Schedule 3, Managing Agent Schedule 40	Throughout the Initial Term	Yes	Continuity from bid stage of key stakeholders within the Authority; Able to shape Provider service design through ongoing engagement; Strengthens the relationship between the Authority and the Provider outside the contract team and supports development of Partnership working	Early visibility of activity will allow planning for appropriate resource availability that management of forward plan of projects; Deepens and widens the relationship between the Authority and the Provider outside the contract team and supports development of Partnership working	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time Effective management, sharing and use of data and insight to deliver a citizen-centric council C. Service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations	None
T2-6	Estates	The Service Provider will, on or before 18 months following the Service Transfer Date, commence implementation of Agile Workplace Programme and will continually manage space utilisation through cultural change management, aligned to AWP principles, throughout the life of the partnership on the basis laid out in Schedule 2, Service Delivery Plans, Estates.	Certain	None	EXX of net savings incorporated in core price	On or before 18 months following the Service Transfer Date and then throughout the Initial Term as set in Schedule 4	Yes	Improved retained side service delivery; Increased contact time with customers; Reduced travel requirements on staff supporting increased efficiency of staff and reduced carbon impact; Supports the business case for the development of a neighbourhood at Colindale	Supports the included reduction in accommodation cost within the core price; Facilitates the exit of NLBP4 and NLBP2	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time D. Financial and Commercial Net financial benefit and payment profile including pace	None
T2-7	Corporate Programmes Transition Transformation	The Service Provider will, on or before 3 months following the Service Transfer Date, provide a transformation team, a Design Authority, (DA) and a single Corporate Project Management Office (PMO) to act as a central point for the management of all transition, transformation and ongoing Special Project delivery on the basis set out in Schedule 2, Service Delivery Plans for Corporate Programmes, Transition and Transformation. The PMO will be responsible for reporting and governance, change management, and benefits tracking for all Capita managed change projects. The DA will be responsible for the integration of solutions delivered by each programme and project to the Council and NSCSO	Certain	None	4 FTE within PMO; Exx investment in transition and transformation resource; Exx investment in Verto tracking tool; All Strategic Business Case development done at Service Provider cost as outlined in Schedule 15; Corporate Programmes, Transition and Transformation method statements; Schedule 12 Partnership Governance;	On or before 3 months following the Service Transfer Date	Yes	Insight gained into citizen requirements that will support in scope and retained service redesign: Services designed to meet customer needs and access requirements; Improved customer satisfaction; Reduced cost of service provision due to channel shift; Immediate access to capacity and capability to drive further change and support the movement to a Commissioning Council	Visibility and control of all project activity within the partnership	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council Effective HR practices and professional development B. New relationship with citizens High and measured customer satisfaction D. Financial and Commercial Net financial benefit and payment profile including pace	None
T2-8	All Services	The Service Provider will, as part of its Annual Service Reviews as set out in Clause 10 of the Agreement, recognise the ethos of the Authority's values and will undertake to align the values of the partnership with the values of the Service Provider.	Certain	None	Clause 10; Schedule 12 Partnership Governance; Schedule 3 Continuous Improvement; Super KPIs in respect of compliance with Policy, and Lead Commissioner satisfaction and delivery unit positive relationship with partner	On an ongoing basis from Service Commencement Date	Yes	All partnership activity remains aligned and appropriate to Authority strategy and values; Flexibility through annual reviews and service planning as well as periodic fundamental reviews: Behaviours that underpin a sustainable relationship are promoted across the provider and the Authority	Joint planning and continuous improvement ensures partnership activity remains aligned to strategy: Gives framework to promote behaviours that support the overall Partnership objectives	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time Effective HR practices and professional development	None
T2-9	All Services	The Service Provider will maintain current Reported Baseline Performance for all KPIs from the Services Transfer Date subject to the provisions within Schedule 4	Certain	None	Schedule 4; method statements for services; Transition method statement; Additional 27 FTE for transition to support period of change XX of the Annual Service Charge at risk against the Price Performance Mechanism for any failure to meet KPI targets and increasing penalties the for greater levels of failure. Additional ratchets for repeated failures by the Service Provider	Targets set from Service Transfer Date	Yes	Certainty of performance and customer satisfaction with services throughout period of significant change	Seamless transition builds trust with new service provider and lays foundation for transformation activity; Support delivery of ongoing KPI commitments; Identifies additional areas for service improvement	D. Financial & Commercial - Price Performance	None
T2-10	All Services	The Service Provider will, during the Initial Term, support and develop its own staff in their chosen careers as laid out in Schedule 2, Service Delivery Plans.	Certain	None	Service method statements outlining specific training activity, transformation method statement; Exx investment in staff development; access to Capita's Academy for learning and development; Schedule 3 Continuous Improvement	For the Initial Term	Yes	Motivated and professional staff delivering high level of service to the Authority	Motivated and professional staff delivering high quality services; Capita being an employer of choice with strong talent pool to deliver services and solutions for clients	A. Meeting the council's strategic objectives Effective HR practices and professional development	None



Unique Id	Services relates to	Service Provider Commitment	Certain/Aspirational	Related Risk	Underpinning Detail	Timescales to Deliver	Included in Core Offer	Benefit to the Authority	Benefit to the Provider	Evaluation Criteria Reference	Related Assumptions/ Dependencies
T2-11	Partnership	The Service Provider will undertake a staff satisfaction survey within 6 months of the Service Transfer Date and thereafter on each anniversary of the Service Transfer Date throughout the Contract Period and where satisfaction is shown to have decreased by more than 5% the Service Provider will put in place a remediation plan with the staff forum to address the priority issues identified and agreed as contributing to the results.	Certain	None	Transition and transformation method statements	On or before 6 months following the Service Transfer Date and annually thereafter	Yes	Motivated and professional staff delivering high level of service to the Authority	Motivated and professional staff delivering high quality services; Capita being an employer of choice; Supports the Partnership becoming a strong reference site for Capita	A. Meeting the council's strategic objectives Effective HR practices and professional development	None
T2-12	All Services	The Service Provider will consult with Transferring Employees during the Transition Period and engender mutual trust and foster open dialogue by sharing information and providing the opportunity for one to one meetings during the Transition Period to 9 months when Transition Services are completed as set out in Schedule 2, Service Delivery Plans, Transition.	Certain	None	Transition and service method statements; dedicated staff integration specialists involved during transition period	From Service Commencement Date to month 9	Yes	Seamless transition and maintenance of service quality; Supports positive promotion of the Partnership by Council Leadership	Seamless transition and integration of staff into Capita's organisation; maintenance of service delivery quality; staff motivation maintained	A. Meeting the council's strategic objectives Effective HR practices and professional development	None
T2-13	All Services	The Service Provider will, on or before 12 months following the Service Transfer Date, provide access to a Learning and Development Academy for use by Authority managers over the Initial Term on the basis set out in Schedule 2 Service Delivery Plans.	Certain	None	Investment of EXX included for access and tailoring of Academy; Method statements identify specific benefits by service (HR, Finance, Procurement and Corporate Programmes); Capita Learning and Development specialists involved in the tailoring the solution	On or before 12 months following the Service Transfer Date	Yes	Retained staff receive support not only in use of new NSCSO systems, but also specialist support in respect of commissioning skills, commercial skills, business change skills and access to broader Capita skills base; Improved business acumen within retained services	Retained staff have an increased level of knowledge and are better able to engage with the Service Provider to design, commission or deliver future services	A. Meeting the council's strategic objectives Effective HR practices and professional development C. Service delivery Compliant, high quality service delivery	None
T2-14	All Services	The Service Provider will, on or before 6 months following the Service Transfer Date, provide access to the Capita Academy for all staff engaged in the provision of Services over the Initial Term on the basis set out in Schedule 2 Service Delivery Plans HR.	Certain	None	Capita Academy made available to all staff and managers within the partnership for all statutory trading, skills development and broader career development; Transition and service method statements	On or before 6 months following the Service Transfer Date	Yes	Compliant, professional and motivated workforce delivering quality services	Motivated and professional staff delivering high quality services; Capita being an employer of choice with strong talent pool to deliver services and solutions for clients	A. Meeting the council's strategic objectives Effective HR practices and professional development C. Service delivery Compliant, high quality service delivery	None
T2-15	Procurement	The Service Provider will, on or before 12 months following the Service Transfer Date, provide access to for the retained Complex Procurement Service and Commissioners to Capita's Learning and Development Academy to develop their procurement and commissioning skills on the basis set out in Schedule 2 Service Delivery Plans Procurement.	Certain	None	Procurement method statement; EXX investment in Learning and Development Academy; 6 additional specialist procurement FTE	On or before 12 months following the Service Transfer Date	Yes	More professional and supported workforce, capable of driving forward the Authority's commissioning council vision	Retained staff have an increased level of knowledge and are better able to engage with the Service Provider to design, commission or deliver future services; Supports increased external contract compliance by better informed retained staff	A. Meeting the council's strategic objectives Effective HR practices and professional development C. Service delivery Compliant, high quality service delivery	None
T2-16	All Services	The Service Provider will, throughout the Initial Term, support any existing professional development plans for Transferring Employees by allowing them time off, subject to the ability to maintain operational Service Performance Levels, and as agreed, funding existing professional accreditations that need to be renewed and maintained, on the basis set out in Schedule 2 Service Delivery Plans	Certain	None	Service method statements outlining specific training activity, transformation method statement; EXX investment in staff development; Schedule 3 Continuous Improvement	Throughout the initial Term	Yes	More professional and supported workforce, capable of driving forward the Authority's commissioning council vision; skilled and motivated Service Provider workforce delivering effective and efficient services	More professional and supported workforce, capable of driving forward the Authority's commissioning council vision; skilled and motivated Service Provider workforce delivering effective and efficient services	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time Effective HR practices and professional development	None
T2-17	All Services	The Service Provider will, on or before 3 months following the Service Transfer Date, provide all managers working for the Service Provider in the provision of the Services (whether they were a Transferring Employee or were recruited by the Service Provider) with Manager Training from the Service Provider's Learning and Development Academy on the basis set out in Schedule 2 Service Delivery Plans	Certain	None	Transition method statement; EXX investment in staff development	On or before 3 months following the Service Transfer Date	Yes	More professional and supported workforce, capable of driving forward the Authority's commissioning council vision	Managers equipped to effectively manage staff within the operation and confident in the use of Capita processes and procedures; Improve staff motivation and quality of services delivered	A. Meeting the council's strategic objectives Effective HR practices and professional development C. Service delivery Compliant, high quality service delivery	None
T2-18	All Services	The Service Provider will, on or before 3 months following the Service Transfer Date, provide all Service Provider employees engaged in the provision of the Services (whether they were a Transferring Employee or were recruited by the Service Provider during the Service Period) with appropriate induction training on the basis set out in Schedule 2 Service Delivery Plans.	Certain	None	Transition method statement; EXX investment in staff development	On or before 3 months following the Service Transfer Date	Yes	More professional and supported workforce, capable of driving forward the Authority's commissioning council vision	More professional and supported workforce, capable of driving forward the Authority's commissioning council vision; skilled and motivated Service Provider workforce delivering effective and efficient services	A. Meeting the council's strategic objectives Effective HR practices and professional development	None
T2-19	All Services	The Service Provider will ensure on or before 6 months following all Service Provider employees engaged in the provision of the Services (whether they were a Transferring Employee or were recruited by the Service Provider during the Service Period) have Personal Development Plans in place and that they are maintained throughout the Service Period on the basis set out in Schedule 2 Service Delivery Plans.	Certain	None	Transition and service method statements; dedicated staff integration specialists involved during transition period	On or before 6 months following the Service Transfer Date	Yes	More professional and supported workforce, capable of driving forward the Authority's commissioning council vision	More professional and supported workforce, capable of driving forward the Authority's commissioning council vision; skilled and motivated Service Provider workforce delivering effective and efficient services	A. Meeting the council's strategic objectives Effective HR practices and professional development C. Service delivery Compliant, high quality service delivery	None
T2-20	All Services	The Service Provider will deal fairly and transparently with all Service Provider employees engaged in providing the Services whose roles may be put at risk during the Service Period. on the basis set out in Schedule 2 Service Delivery Plans.	Certain	None	Transition method statement; dedicated staff integration specialists involved during transition period	Throughout the Initial Term	Yes	Supported workforce; service quality maintained through transition and transformation; Manages reputational risk within One Barnet programme	Supported and informed workforce; Service quality and achievement of KPIs maintained through transition and transformation change period	A. Meeting the council's strategic objectives Effective HR practices and professional development	None
T2-21	All Services	The Service Provider will replicate all contractual terms and conditions for the Transferring Employees in accordance with the TUPE Regulations and will not seek to amend them, without the agreement of the relevant employee(s), during the Service Period on the basis set out in Schedule 2 Service Delivery Plans.	Certain	None	Transition method statement; Clause 15 TUPE and Pensions; Schedule 30 TUPE Transfer Commitments	From Service Transfer Date	Yes	Supported and motivated workforce; Consistent service quality; supports positive messaging around the Authority's alternative delivery model	No staff uncertainty with respect to on-going terms and conditions; Service quality and KPI performance maintained; Quickly demonstrates the robustness of commitments made within the process and builds staff confidence in their new employer	A. Meeting the council's strategic objectives Effective HR practices and professional development	None
T2-22	All Services	The Service Provider will offer Admitted Body Status pension arrangements for the Transferring Employees within the LGPS in accordance with the provisions of Clause 15 of this Agreement.	Certain	None	Schedule 20 Bulk Transfer Terms; Clause 15 TUPE and Pensions	Throughout the Initial Term	Yes	Professional and supported workforce, capable of driving forward the Authority's commissioning council vision	Supported and informed workforce; Service quality and achievement of KPIs maintained	A. Meeting the council's strategic objectives Effective HR practices and professional development	None
T2-23	All Services	The Service Provider will, in accordance with the provisions of Schedule 13 of this Agreement, provide the Authority with management information relating to the employees engaged in the provision of the Services to support the Authority's statutory and other reporting requirements.	Certain	None	Schedule 13 Monitoring Procedure	Throughout the Initial Term	Yes	Gives the Authority certainty that statutory obligations are being fulfilled and gives visibility of partnership operation	Demonstrates compliance with statutory obligations and open sharing of partnership operation information	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council Effective HR practices and professional development	None
T2-24	All Services	The Service Provider will work to continuously improve the Services in line with the provisions of Schedule 3 of this Agreement.	Certain	None	Schedule 3 Continuous Improvement; Schedule 12 Partnership Governance; Schedule 13 Monitoring Procedure; Incremental KPI improvements over the term as outlined in Schedule 4; Super KPIs in Schedule 4	Throughout the Initial Term	Yes	Flexibility in contractual provisions and confidence that focus is aligned to Authority's strategic direction and challenges. Ability to respond to change within the partnership and external environment.	Continual alignment to the Authority's challenges in business planning and therefore successful partnership; Key reference for Capita in support of securing future opportunities	C. Service delivery Continuous and innovative improvement in service delivery D. Financial and Commercial Flexibility in the contract	None
T2-25	All Services	The Service Provider will on or before 24 months following the Service Transfer date, offer all Transferring Employees the opportunity to relocate to work from the new locations where the Services are to be relocated on the basis laid out in Schedule 2, Service Delivery Plans and Transformation.	Certain	None	Transition method statement; Clause 16 Staffing	3 months before the relevant work relocation date	Yes	Supported workforce; service quality maintained through transition and transformation	Supported and informed workforce; Service quality and achievement of KPIs maintained through transition and transformation change period	A. Meeting the council's strategic objectives Effective HR practices and professional development D. Financial and Commercial Price performance mechanism	None
T2-26	All Services	The Service Provider will use management information gained in the delivery of the Services to identify areas for improvement in the Services and include these within continuous service improvement plans for each service and the basis set out in Schedules 2and 41.	Certain	None	Schedule 41 Insight; 4.3 FTEs within Insight team; 6 FTEs within Channel Development Team; Schedule 12 Partnership Governance; Schedule 15 Special Projects	From the Service Transfer Date	Yes	Services designed to meet Customer needs; Improved customer satisfaction; Reduced cost of service provision due to channel shift and resolution at first point of contact; Efficiency savings within retained delivery units due to reduced level of hand-offs and reduction in contacts; Life events approach will identify opportunities for wider Public body interaction on behalf of the citizen and promote a sustainable One Public Sector Approach.	Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price; Will identify different service options and provider options supporting Ecosystem	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council B. New relationship with citizens Maximising access and quality of experience C. Service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations	None
T2-27	All Services	The Service Provider commits to pay to the Authority any reduction in the total amount of Redundancy Costs actually incurred in relation to the Transferring Employees during the Service Period when compared to the Redundancy Costs included within its Financial Model as set out in Schedule 4.	Certain	None	Schedule 4; Financial Model	On or before 36 months following the Service Transfer Date	Yes	Rebate in the event that redundancy costs have been over-provisioned within the contract price; Commercial flexibility and best value approach to the partnership	Open and transparent relationship drives good partnership behaviour; Encourages both parties to maximise employment opportunities for displaced transferring staff	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time D. Financial and Commercial Flexibility in the contract	None



Unique Id	Services relates to	Service Provider Commitment	Certain/Aspirational	Related Risk	Underpinning Detail	Timescales to Deliver	Included in Core Offer	Benefit to the Authority	Benefit to the Provider	Evaluation Criteria Reference	Related Assumptions/ Dependencies
T2-28	All Services	The Service Provider will bring best practice from its existing Local Government and private sector partnerships to the NSCSO Services and review the appropriateness of any existing successful initiatives in conjunction with the Authority to establish whether they should be considered for implementation as a Special Project as described in Schedule 15 or accommodated as a Reprioritisation Change to continually drive efficiency opportunities within the Services.	Certain	None	Schedule 3 Continuous Improvement Leadership Panel; Schedule 12 Partnership Governance; Schedule 13 Monitoring Procedure; Incremental KPI improvements over the term as outlined in Schedule 4; Super KPIs in Schedule 4	On or before 12 months following the Service Transfer Date	Yes	A diverse creative approach to problem solving, bringing experience and learning from other sectors underpinned by a practical and realistic approach to delivering services and achieving excellence in tough economic circumstances; access to skills and expertise which otherwise would require external consultancy expenditure; Ongoing savings through special projects	Allows the Service Provider to take best practice learning from local government into other sectors; Remain aligned to the strategic direction and challenges of the Authority; Opportunity to benefit from gain share opportunities on successful projects	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time Effective management, sharing and use of data and insight to deliver a citizen-centric council B. New relationship with citizens High and measured customer satisfaction Maximising access and quality of experience C. Service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations Maximise opportunities from central government for the benefit of the Borough D. Financial and Commercial Net financial benefit and payment profile including pace Flexibility in the contract	None
T2-29	All Services	The Service Provider will use the Insight team to facilitate the identification of continuous improvement and innovation opportunities throughout the contract term by identifying and prioritising the resolution of patterns of failure (such as repeat contact or failed transactions) as well as opportunities to innovate (such as a newly identified and under-engaged demographic) on the basis set out in Schedule 41.	Certain	None	Method statements in particular Customer Services and Transformation; Schedule 41 Insight; 4.3 FTEs in Insight team; 6 FTEs in Channel Development Team; EXX investment into co-design; Schedule 3 Continuous Improvement	From Service Transfer Date	Yes	Customer Insight for retained side services; Single view of the customer; Supports commissioning council and informs future service requirements; Early intervention to deflect services to most appropriate delivery route - including community, faith groups and family reducing cost to the Authority over time. Informs the decommissioning of services no longer appropriate to customer needs.	Allows service delivery to be tailored and provides assurance in respect of delivery channel usage; Informs focussed communications to drive appropriate channel shift; Identifies new service opportunities to drive additional income and informs the decommissioning of services no longer appropriate to customer needs, reducing costs over time and increasing efficiency and the achievement of KPIs and Super KPIs	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council B. New relationship with citizens Enabling citizens and customers to do things for themselves and nurturing the Big Society Maximising access and quality of experience Meeting the diverse needs of customers C. Service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations D. Financial and Commercial Price performance mechanism	None
T2-30	All Services	After the Service Transfer Date, the Service Provider will ensure that all Eligible Employees who have a right to join the Local Government Pension Scheme (LGPS) but have opted out of membership are automatically enrolled into the LGPS, a qualifying pension scheme, at each relevant re-enrolment date, and once again given the opportunity to opt out should they so wish. The Service Provider will take responsibility for the financial risk associated with this on the basis set out in Schedule 2 Service Delivery Plan Transition and clause 15.3.16.iii of the Agreement.	Certain	None	Transition method statement; Financial Model; Clause 15 TUPE and Pensions; Schedule 20 Bulk Transfer Terms	From Service Transfer Date	Yes	No financial risk associated with Transferring Staff non currently within the LGPS joining at a later date; Supported and motivated staff delivering services	Supported and informed workforce delivering quality services	A. Meeting the council's strategic objectives Effective HR practices and professional development	Agreed reconciliation of staff in LGPS as outlined in Clause 15
T2-31	All Services	In order to provide continuity of knowledge from the tendering process into Transition, the Service Provider will ensure members of the core bid team will be available to support the Partnership management team as required on the basis set out in Schedule 2 Service Delivery Plan Transition.	Certain	None	Schedule 21 Key Personnel	From Agreement Date	Yes	Assurance in respect of continuity of knowledge from procurement period into live operation	Clarity of responsibility and obligations and no uncertainty in respect of client expectations of the partnership	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time Effective HR practices and professional development	None
T2-32	All Services	The Service Provider will establish a "Leadership Panel" set out in Schedule 3 to support the Partnership and where agreed, the Authority Commissioning Group, by considering the challenges and solutions across the markets that the Service Provider operates in and the requirements and challenges faced by the Authority to facilitate the identification on innovative ways of working or other initiatives to address the Authority's needs. The Panel will be formed of industry leaders from across the Service Provider's delivery network as well as alternative Partner providers, residents and businesses (including but not limited to Barnardo's, Apple, NHS Choices, Nutmeg, The Alzheimer's Society, Futuregov, Prudential, NHS, Google, O2 Telefonica).	Certain	None	Schedule 3 Continuous Improvement; Transformation and Corporate Programmes method statements; Schedule 15 Special Projects	On or before 12 months following the Service Transfer Date	Yes	A diverse creative approach to problem solving, bringing experience and learning from other sectors underpinned by a practical and realistic approach to delivering services and achieving excellence in tough economic circumstances; access to skills and expertise which otherwise would require external consultancy expenditure	Allows the Service Provider to take best practice learning from local government into other sectors; Remain aligned to the strategic direction and challenges of the Authority	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time B. New relationship with citizens Maximising access and quality of experience C. Service delivery Services joined up with other public, private and third sector organisations Maximise opportunities from central government for the benefit of the Borough	None
T2-33	Estates	The Service Provider will, on or before month 9 of the Service Transfer Date engage with the Council's DRS partner to facilitate an integrated and joined up approach is delivered on behalf of the London Borough of Barnet for regeneration and economic value opportunities within the property portfolio on the basis set out in Schedule 2, Service Delivery Plan, Estates.	Certain	None	Estates method statement; Interface and Co-operation Agreement arrangements; Schedule 40 Managing Agent	On or before 9 months following the Service Transfer Date	Yes	Potential additional financial savings beyond the net £32m property rationalisation savings by extending the scope of accommodation under review; Vibrant London Borough and regeneration benefits; Enable One Barnet service integration approach; May also contribute to a reduction in the Authority's backlog maintenance liability. Supports a sustainable One Public Sector approach within the Borough. Potential to increase savings to the Authority through operational synergies and overlaps such as debt collection and customer services; DRS partner engagement in the Development opportunity in Colindale	Potential for increased income from the Authority's operational property portfolio; Additional project work from 3rd parties such as development and design activity; Opportunity to benefit from gain share on development opportunities	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time Effective management, sharing and use of data and insight to deliver a citizen-centric council C. Service delivery Compliant, high quality service delivery D. Financial and Commercial Net financial benefit and payment profile including pace Flexibility in the contract	DRS Provider engages collaboratively to deliver benefit for the Authority and Borough
T2-34	Estates		Certain	None	Estates method statement; Schedule 4; EXX savings included within core price	On or before 12 months following the Service Transfer Date as set in Schedule 4	Yes	Potential additional financial savings beyond the net £32m property rationalisation savings by extending the scope of accommodation under review; Vibrant London Borough and regeneration benefits; Enable One Barnet service integration approach; May also contribute to a reduction in the Authority's backlog maintenance liability; Supports a sustainable One Public Sector approach within the Borough with opportunities for co-location	Underpins accommodation savings already factored into the price; Identifies opportunities for collocation with other service providers and public sector bodies	D. Financial and Commercial Flexibility in the contract	In the event that the Authority chooses not to exercise its lease break clause by November 2015 and as agreed the revenue costs associated with further occupation of NLBP4 beyond this point will become payable by the Authority in accordance with Schedule 4. This commitment is made on the basis that the Authority adopts an accommodation space standard of 6.5m2 per desk and 1:2 desk to staff ratio as dialogued.
T2-35	Estates		Certain	None	Estates method statement	On or before 36 months following the Service Transfer Date	Yes	Financial savings in respect of property rationalisation strategy and re-location. Vibrant London Borough and regeneration benefits; Enable a One Barnet service integration approach	Underpins accommodation savings already factored into the price; Identifies opportunities for collocation with other service providers and public sector bodies	D. Financial and Commercial Net financial benefit and payment profile including pace Flexibility in the contract	In the event that the Authority chooses not to exercise its lease break clause by November 2020 the revenue costs associated with further occupation of NLBP2 beyond this point will become payable by the Authority; This commitment is made on the basis that the Authority adopts an accommodation space standard of 6.5m2 per desk and 1:2 desk to staff ratio.
T2-36	Estates	The Service Provider will, on or before month 6 of the Service Transfer Date develop a One Barnet locality strategy for Colindale to support integrated service delivery at the chosen site.  The strategy will be aligned to the customer access strategy on the basis set out in Schedule 2, Service Delivery Plan Estates.  To facilitate this, the service provider will establish a 'One Barnet' Property Group forum within three months of the Service Transfer Date on the basis set out in Schedule 2, Service Delivery Plan, Estates	Certain	None	Estates method statement; EXX net financial benefits associated with exit from NLBP4 into Colindale site included within core price	On or before month 6 following Service Transfer Date as set in Schedule 4	Yes	Facilitates the delivery of property rationalisation savings and the potential for additional financial savings; Vibrant London Borough and regeneration benefits; Enable One Barnet service integration approach; May also contribute to a reduction in the Authority's backlog maintenance liability; Supports a sustainable One Public Sector approach within the Borough with opportunities for co-location; Enhances self help and self support through bringing together service providers, community groups and public sector; Enhances the business case for Colindale development project	Supports opportunities for co-location and shared infrastructure that could create further property savings; Supports channel shift and self help/support by aligning location strategy with other bodies; Demonstrates innovation in property approach which will support gaining future business	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time B. New relationship with citizens Enabling citizens and customers to do things for themselves and nurturing the Big Society C. Service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations D. Financial and Commercial Net financial benefit and payment profile including pace	None



Unique Id	Services relates to	Service Provider Commitment	Certain/Aspirational	Related Risk	Underpinning Detail	Timescales to Deliver	Included in Core Offer	Benefit to the Authority	Benefit to the Provider	Evaluation Criteria Reference	Related Assumptions/ Dependencies
T2-37	Estates	The Service Provider will, on or before month 18. of the Service Transfer Date develop outline locality strategies in relation to the other wards within Barnet on the basis set out in Schedule 2, Service Delivery Plan, Estates	Certain	None	Estates and Customer Services method statement; 6 FTE in Channel Development Team; £XX investment in co-design	On or before 18 months following the Service Transfer Date	Yes	Potential additional financial savings beyond the net £32m property rationalisation savings by extending the scope of accommodation under review; Vibrant London Borough and regeneration benefits; Enable One Barnet service integration approach; May also contribute to a reduction in the Authority's backlog maintenance liability. Supports a sustainable One Public Sector approach within the Borough through opportunities for co-location; Enhances self help and self support through bringing together service providers, community groups and public sector.	Potential for increased income from the Authority's operational property portfolio; Additional project work from 3rd parties such as development and design activity	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time B. New relationship with citizens Enabling citizens and customers to do things for themselves and nurturing the Big Society C. Service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations D. Financial and Commercial Net financial benefit and payment profile including pace	None
T2-38	Estates		Certain	None	Estates method statement; £XXm net financial benefits associated with exit from NLBP4 into Colindale site included within core price	On or before 3 months following the Service Transfer Date as set in Schedule 4	Yes	Potential additional financial savings beyond the net £32m property rationalisation savings by extending the scope of accommodation under review; Vibrant London Borough and regeneration benefits; Enable One Barnet service integration approach; May also contribute to a reduction in the Authority's backlog maintenance liability; Supports a sustainable One Public Sector approach within the Borough with opportunities for co-location	Supports customer access strategy and in particular enhances F2F options; Supports channel shift and self support approach; Reference site for other public sector agencies to encourage change in approach to property strategy; Exemplar project; Supports mobile working within Provider solution and the efficiencies this creates	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time B. New relationship with citizens Enabling citizens and customers to do things for themselves and nurturing the Big Society C. Service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations D. Financial and Commercial Net financial benefit and payment profile including pace	- The Authority instructing either the DRS Provider or Barnet Homes to take up a lease (thereby exiting Barnet House in the case of Barnet Homes) for a minimum of 10 years and occupying a minimum of 220 spaces from the first month that the site is ready for occupancy and at the appropriate market rents, to be agreed with the Authority, for the life of their lease - The Authority agreeing to the locally based NSCSO staff being located in the new office development - The land required for the office development being provided to the developer at a cost of no more than £700k and Planning permission is granted for the new development with no unusual conditions placed upon the office development which lead to increased development costs - The site having no abnormal ground or environmental conditions - The development being subject to a yield of 7% or less.
T2-39	Governance	The Service Provider will operate an annual innovation review with its innovation partners such as O2, Apple and Google, to challenge the effectiveness of service delivery methods and mix of services offered on the basis set out in Schedule 12 and Schedule 2 Service Delivery Plan Transition.	Certain	None	Schedule 3 Continuous Improvement; Schedule 41 Insight; £XX investment in co-design; 6 FTE in Channel Development Team; 4.3 FTE in Insight team	On or before 36 months following the Service Transfer Date	Yes	Services designed to meet Customer needs; Improved customer satisfaction; Reduced cost of service provision due to channel shift and resolution at first point of contact; Efficiency savings within retained delivery units due to reduced level of hand-offs and reduction in contacts; Life events approach will identify opportunities for wider Public body interaction on behalf of the citizen and promote a sustainable One Public Sector Approach.	Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price; Reputational benefit of innovative approach	B. New relationship with citizens Enabling citizens and customers to do things for themselves and nurturing the Big Society C. Service delivery Compliant, high quality service delivery Services joined up with other public, private and third sector organisations D. Financial and Commercial Net financial benefit and payment profile including pace	None
T2-40	Estates	The Service Provider will from the Service Transfer Date seek to identify opportunities to attract external grant funding into the Borough of Barnet and will submit 3 grant funding applications per annum in support of capital projects and in particular applications relevant to addressing the requirements for additional schools places on the basis set out in Schedule 2 Service Delivery Plan Estates.	Certain	None	Schedule 3 Continuous Improvement; Estates method statement; 1 FTE to addressing funding opportunities; Super KPIs	Over the Initial Term	Yes	Additional income from external sources; Vibrant London Borough with appropriate facilities and support for growing resident base Increased number of projects on the ground aligned to Corporate Plan 2012-12	Potential for increased income from the Authority's operational property portfolio; Additional project work from 3rd parties such as development and design activity	C. Service delivery Maximise opportunities from central government for the benefit of the Borough	None
T2-41	IS, Insight Delivery Team	The Service Provider will establish a dedicated London based Insight Delivery Team, available from the Service Transfer Date on the basis set out In Schedule 41 and the Transformation Service Delivery Plan, Schedule 2. This team will be lead by a senior Insight professional, supported by quantitative analysts and co-design practitioners.	Certain	None	Schedule 41 Insight; Transformation method statement; 4.3 FTEs in Insight team; 6 FTEs in Channel Development Team	On or before 1 month following the Service Transfer Date	Yes	Customer Insight available to innovate retained and Delivery unit services; Single view of the customer; Supports commissioning council and informs future service requirements; Early intervention to deflect services to most appropriate delivery route - including community, faith groups and family reducing cost to the Authority over time. Informs the decommissioning of services no longer appropriate to customer needs,	Allows service delivery to be tailored and provides assurance in respect of delivery channel usage; Informs focussed communications to drive appropriate channel shift; Identifies new service opportunities to drive additional income and informs the decommissioning of services no longer appropriate to customer needs, reducing costs over time and increasing efficiency and the achievement of KPIs and Super KPIs	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time B. New relationship with citizens Enabling citizens and customers to do things for themselves and nurturing the Big Society C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery D. Financial and Commercial Flexibility in the contract	None
T2-42	All Services	The Service Provider will establish an Advisory Panel that can provide specialist insight into Barnet's needs, such as representation from organisations like FutureGov, Alzheimer's Society, Barnet Homes, Nutmeg Youth Group and others on the basis set out in Schedule 2 Service Delivery Plan Transformation.	Certain	None	Transformation and Corporate Programmes method statements; Special Projects Schedule 15; Continuous Improvement Schedule 3; £720k investment in co-design activity; 4.3 FTE in Insight Team	On or before 3 months following the Service Transfer Date	Yes	Customer Insight; Single view of the customer; Supports commissioning council and informs future service requirements; Early intervention to deflect services to most appropriate delivery route - including community, faith groups and family reducing cost to the Authority over time. Informs the decommissioning of services no longer appropriate to customer needs; Identifies shared challenges outside Local; Government and brings additional knowledge to overcoming them; Opportunity to link to established solutions, providers, research and working groups to address Barnet based issues,	Allows service delivery to be tailored and provides assurance in respect of delivery channel usage; Informs focussed communications to drive appropriate channel shift; Identifies new service opportunities to drive additional income and informs the decommissioning of services no longer appropriate to customer needs, reducing costs over time and increasing efficiency and the achievement of KPIs and Super KPIs; Broadens the providers knowledge of issues, potential responses and innovation in public sector service challenges	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time B. New relationship with citizens Enabling citizens and customers to do things for themselves and nurturing the Big Society C. Service delivery Services joined up with other public, private and third sector organisations D. Financial and Commercial Flexibility in the contract Price performance mechanism	None
T2-43	All Services	The Service Provider will improve resolution at first point of contact and reduce numbers of contacts required, reducing the effort required in the retained back office to undertake administrative and repetitive tasks and allowing them to focus on professional interaction with their clients	Certain	None	Transformation and Service method statements, particularly Customer Services; £XX investment in co-design activity; 51% contact reduction included within price; Pt of 80% first time contact resolution in payment mechanism with aspirational target of 85%; Managing Agent Schedule 40; £XX investment in single view of the customer	Over the Initial Term	Yes	Reduced retained operational costs as a result improvements in first contact resolution and single view of the customer; retained staff administrative overhead reduced	Potential for additional income/gainshare as a result of new transformational projects	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time B. New relationship with citizens Enabling citizens and customers to do things for themselves and nurturing the Big Society C. Service delivery Maximising access and quality of experience D. Financial and Commercial Net financial benefit and payment profile including pace	None
T2-44	All Services	The Service Provider will put a % of its fee at risk against Super KPIs that are aligned to strategic vision of the authority and will deliver significant benefits to the Borough and ensure the partnership objectives remain aligned with the Authority's strategic direction over time	Certain	None	XXX of partnership Annual Service Charge at risk against the KPIs within the PPM; Schedule 4; Schedule 3 Continuous Improvement; Schedule 12 Partnership Governance	Over the Initial Term	Yes	Assurance in respect of Service Provider's alignment with Authority's strategic requirements; Supports One Barnet and Barnet plc and also focuses on Customer Satisfaction	the Service provider will gain the benefit of working with a Commissioning Council and will better understand the outcomes and objectives of Commissioners	A. Meeting the Council's Strategic Objectives - Effective partnership working and alignment with council's strategic objectives and values, now and over time D. Financial & Commercial - Price Performance	Due to the new strategic role of the Service Provider the KPIs will need to be benchmarked to establish performance over year 1 of the contract during which time the targets and any ongoing improvement can be agreed
T2-45	All Services	The Service Provider will be subject to a Super KPI related to Resident Satisfaction as part of an annual survey	Certain	None	XXX of partnership Annual Service Charge at risk against the KPIs within the PPM; Schedule 4;	From Year 1	Yes	Assurance in respect of Service Provider's alignment with Authority's strategic requirements; Supports One Barnet and Barnet plc and also focuses on Customer Satisfaction	The Service Provider will gain experience of working with a new philosophy for Local Government and will have the opportunity to show how private sector approaches can deliver better outcomes in public sector without compromising customer care	A. Meeting the Council's Strategic Objectives - High and measured Satisfaction B. New Relationship with Citizens - Enabling citizens and customers to do things for themselves and nurturing the Big Society, Meeting the diverse needs of customers D. Financial & Commercial - Price Performance	During year 1 we would need to agree the survey questions to be asked



Unique Id	Services relates to	Service Provider Commitment	Certain/Aspirational	Related Risk	Underpinning Detail	Timescales to Deliver	Included in Core Offer	Benefit to the Authority	Benefit to the Provider	Evaluation Criteria Reference	Related Assumptions/ Dependencies
T2-46	All Services	The Service Provider will be subject to a Super KPI related to the % of local businesses that are satisfied with the way NSCSO support them in bidding for future work. The Service Provider is incentivised to addressing Business needs through the Ecosystem and through the mentoring, training and Market shaping/making activities to be undertaken and meeting the Council's Strategic Objectives for the wider Borough	Certain	None	XXX of partnership Annual Service Charge at risk against the KPIs within the PPM ;Schedule 4;	From Year 2	Yes	Assurance in respect of Service Provider's alignment with Authority's strategic requirements; Supports the wider prosperity of the Borough and also focuses on Customer Satisfaction	The Service Provider will benefit from wider engagement with the supply chain leading to better procurement and supply chain outcomes. Demonstrates the success of the Ecosystem approach with business and suppliers as an alternative model of supply	A. Meeting the Council's Strategic Objectives - Effective partnership working and alignment with council's strategic objectives and values, now and over time, High and Measured Satisfaction D. Financial & Commercial - Price Performance	Need to establish the Ecosystem, have the Market shaping/making programme, Supplier Portal and Local Supply Chain Champion in place to test to be able to influence Business satisfaction.  Our influence could not be measured until the end of year 1 and the KPI would apply from the start of year 2  During year 1 we would need to agree the survey questions to be asked, understand the baseline and set the target improvements
T2-47	All Services	The Service Provider will be subject to a Super KPI related to the reduction in demand on Council Services over time as a result of the CSO helping customers find a non-council resolution to their requirement and will be supported by the Managing Agent and CSO functions	Certain	None	XXX of partnership Annual Service Charge at risk against the KPIs within the PPM ;Schedule 4;	From Year 2	Yes	Assurance in respect of Service Provider's alignment with Authority's strategic requirements; Supports One Barnet and Barnet plc and also focuses on Customer Satisfaction	The Service Provider will gain experience of working with a new philosophy for Local Government and will have the opportunity to show how private sector approaches can deliver better outcomes in public sector without compromising customer care	B. New Relationship with Citizens - Enabling citizens and customers to do things for themselves and nurturing the Big Society, Meeting the diverse needs of customers D. Financial & Commercial - Price Performance	This Baseline will need to be validated over the first year if and as the managing agent role is embedded and a better understanding is obtained of the opportunity to reduce demand while still meeting Commissioner outcomes  Our influence could not be measured until the end of year 1 and the KPI would apply from the start of year 2
T2-48	All Services	The Service Provider will be subject to a Super KPI in relation to Commissioner Satisfaction with services as set out in Schedule 4	Certain	None	XXX of partnership Annual Service Charge at risk against the KPIs within the PPM ;Schedule 4;	From Year 1	Yes	The Authority knows that the Service Provider is incentivised at delivering the Commissioners' agenda's and outcomes and will be penalised where those aims are not supported	The Service Provider gains further experience of working with commissioners and better understands the emerging needs at an outcome level	A. Meeting the Council's Strategic Objectives - Effective partnership working and alignment with council's strategic objectives and values, now and over time, High and Measured Satisfaction D. Financial & Commercial - Price Performance	There will be an agreed minimum survey sample size and the Council is responsible for ensuring the adequacy of that sample size by enforcing the completion of the survey
T2-49	All Services	The Service Provider will be subject to a Super KPI related to the % of Delivery Units that believe they have a positive relationship with the Service Provider ensuring that the Service Provider is incentivised to ensure that it is addressing Delivery Unit needs and meeting the Council's Strategic Objectives	Aspirational	None	XXX of partnership Annual Service Charge at risk against the KPIs within the PPM ;Schedule 4;	From Year 2	Yes	The Authority knows that the Service Provider is incentivised at delivering the Delivery Units' outcomes and objectives and will be penalised where those aims are not supported	The Service Provider will gain experience of working with a new philosophy for Local Government and will have the opportunity to show how private sector approaches can deliver better outcomes in public sector without compromising customer care; Supports the implementation of the Managing Agent function when required by LBB	A. Meeting the Council's Strategic Objectives - Effective partnership working and alignment with council's strategic objectives and values, now and over time, High and Measured Satisfaction D. Financial & Commercial - Price Performance	The Council would need to fully commission the Managing Agent function within Year 1.  There is no existing baseline for this and we would need to work with the Delivery Units over the first year (assuming the MA function is commissioned) to establish how the Managing Agent function will engage with them and promote outcomes through transformation work and procurements to deliver shared objectives.  Our influence could not be measured until the end of Year 1 and the KPI measure would need to be agreed and could only apply from the start of Year 2.  During Year 1 we would need to agree the survey questions to be asked, understand the current baseline and set target improvements
T2-50	All Services	The Service Provider will be subject to a Super KPI related to compliance with Authority Policies or equivalent Service Provider policies in order to ensure that it is incentivised to support the Authorities Statutory obligations and ensure that policies are enforced and is penalised where this does not happen	Certain	None	XXX of partnership Annual Service Charge at risk against the KPIs within the PPM ;Schedule 4;	From Service Transfer Date	Yes	The Authority knows that the Service Provider is incentivised to maintain compliance and it will not be exposed as a result of the NSCSO undertaking activities on its behalf those aims are not supported	The Service provider will protect its reputation in the Market	C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price Performance	That the Authority and Service Provider will agree where the Service Provider will apply its own policies (where it is agreed that they provide the same level or greater levels of Compliance as the Authorities Policies)
T2-51	All Services	The Service Provider will incrementally improve service performance across The Services over the Initial Term	Certain	None	XXX of partnership Annual Service Charge at risk against the KPIs within the PPM ;Schedule 4;	Over the Initial Term	Yes	Certainty of performance improvements and customer satisfaction with services throughout period of significant change	The Service Provider will be able to demonstrate incremental performance improvement at Barnet when bidding for new contracts	D. Financial & Commercial - Price Performance	The Council needs to provide baseline performance information to confirm the current level of performance.
T2-52	All Services	The Service Provider will deliver its obligations under the DRS NSCSO Shared Services Specification in order to ensure that DRS Services are not adversely impacted by the NSCSO Service Providers activities and reduce the risk of additional cost, liabilities and loss of benefits for the Authority	Certain	That until the DRS Provider is appointed the Service Provider will not be certain of the obligations of the DRS Provider and where NSCSO services may impact the DRS	XXX of partnership Annual Service Charge at risk against the KPIs within the PPM ;Schedule 4;	Over the Initial Term	Yes	reduced risk of additional cost, liabilities and loss of benefits for the Authority; Reduces reputational risk to the Authority of One Barnet programme	The Service Provider will be able to limit any adverse effects of DRS activities through better collaboration and clear obligations of both parties	D. Financial & Commercial - Flexibility in the contract, Ability to transfer risk A. Meeting the Council's Strategic Objectives - Effective management, sharing and use of data and insight to deliver a citizen-centric council	The Service Provider will need to get full view of the DRS obligations, KPIs and transition/transformation plans in order to understand the impact of the NSCSO Services in the DRS Provider
T2-53	All Services	The Service Provider will provide the Customer Services Platform and access to Insight information to the DRS Provider at no additional cost	Certain	None	Schedule 2 NSCSO and DRS Method statement	Over the Initial Term	Yes	The Authority does not face any additional cost from the service specification There will be a joined up single view of the Customer Insight information will be richer with both the DRS and NSCSO providers contributing to and using insight to improve services	The Service Provider will be able to deliver a more joined up customer experience and will minimise handoffs for Customer requests: Opportunity to identify opportunities for shared solutions and service supply to DRS	D. Financial & Commercial - Flexibility in the contract, Ability to transfer risk A. Meeting the Council's Strategic Objectives - Effective management, sharing and use of data and insight to deliver a citizen-centric council	The Service Provider will need to get full view of the DRS obligations, KPIs and transition/transformation plans in order to understand the impact of the NSCSO Services in the DRS Provider Operating processes and service levels will need to be agreed with the DRS Provider
T2-54	All Services	The Service Provider will help develop a single transition and transformation plan with the DRS provider in order to better manage dependencies, avoid delays and adverse impacts between the providers and ensure business continuity	Certain	That until the DRS Provider is appointed the Service Provider will not be certain of the obligations of the DRS Provider and where NSCSO services may impact the DRS	Schedule 2 NSCSO and DRS Method statement	Over the Initial Term	Yes	The Authority can be more confident that Service Improvements will be delivered on time and will not need to manage the inter dependencies between the providers There will be a joined up single view of the Customer Insight information will be richer with both the DRS and NSCSO providers contributing to and using insight to improve services	The Service Provider will be able to deliver a more joined up customer experience and will minimise handoffs for Customer requests	D. Financial & Commercial - Flexibility in the contract, Ability to transfer risk A. Meeting the Council's Strategic Objectives - Effective management, sharing and use of data and insight to deliver a citizen-centric council	That the DRS and NSCSO providers will share their obligations, SLAs and transition and transformation plans and work collaboratively to agree a common plan and mitigate any issues
T2-55	All Services	The Service Provider will take the risk that service transaction volumes will reduce as set out in Schedule 4 and will not be able to increase its price unless the increase breaches the 10% volume thresholds as set out in the Schedule	Certain	None	Schedule 4	Over the Initial Term	Yes	The Authority gains the benefit of a lower fixed price based on the Service Provider achieving the efficiencies and service improvements forecast and knows that the Service Provider will bear the cost should they not be achieved	The Service Provide deliver demonstrably more efficient services making it more likely that it will attract new custom and secure existing recharge income	D. Financial & Commercial - Flexibility in the contract, Ability to transfer risk, Net financial benefit and payment profile including pace, Price performance mechanism	That existing service baseline Volumes as set out in Schedule 4 are correct and can be validated
T2-56	All Services	The Service Provider has provided Volume based pricing for transaction Volumes across a number of Services giving the Authority greater flexibility and ensuring that the Authority only pays for the services provided or required and accommodating both increases and decreases in the volumes	Certain	None	Schedule 4	Over the Initial Term	Yes	The Authority gains the benefit of variable pricing from the Service Provider and can directly influence what it pays as staff levels reduce or Service Provider policies are applied	The Service Provide deliver demonstrably more efficient services making it more likely that it will attract new custom and secure existing recharge income	D. Financial & Commercial - Flexibility in the contract, Ability to transfer risk, Net financial benefit and payment profile including pace, Price performance mechanism	That existing service baseline Volumes as set out in Schedule 4 are correct and can be validated
T2-57	Revenues and Benefits; Finance	The Service Provider will implement a consolidated approach to debt recovery across Finance and Revenue & Benefits	Certain	None	Transformation Method Statement; Investment in single customer view EXX	On or before 12 months following the Service Transfer Date	Yes	Our consolidated approach to debt recovery will create an overall view of the customer and their ability to pay, therefore allowing the Council to make informed decisions as to how best to interact with that customer, safeguarding the vulnerable.	The Service Provider will benefit from a personalised and targeted approach to debt recovery ensuring efficient and effective collection.	A. Meeting the Council's Strategic Objectives - Effective partnership working and alignment with council's strategic objectives and values, now and over time, High and Measured Satisfaction D. Financial & Commercial - Price Performance	None
T2-58	All Services	The Service Provider will implement a Business Process Management platform with integration and extensibility in mind that can help the Council drive greater depths of automation and workflow management within Delivery Units	Certain	None	Transformation Method Statement; Investment in business process management Exx	On or before 9 months following the Service Transfer Date	Yes - initial platform is included with approximately 30% spare capacity that can be utilised by the Council	Workflow and task automation allowing the Council to realise efficiencies.	Greater adoption of our technology platform by Delivery Units	A. Meeting the Council's Strategic Objectives - Effective management, sharing and use of data and insight to deliver a citizen-centric council B. New Relationship with Citizens - Enabling citizens and customers to do things for themselves and nurturing the Big Society, Meeting the diverse needs of customers	None



Unique Id	Services relates to	Service Provider Commitment	Certain/Aspirational	Related Risk	Underpinning Detail	Timescales to Deliver	Included in Core Offer	Benefit to the Authority	Benefit to the Provider	Evaluation Criteria Reference	Related Assumptions/ Dependencies
T2-59	Corporate Programmes	The Service Provider will, on or before the Service Transfer Date, work with the Council on a regular basis to forecast and profile the programme and project resource requirements. The Service Provider will have the capacity within the on site team to proactively support the Council develop their programme and project requirements and rapidly respond to urgent requirements.	Certain	None	Transformation Director; Transformation Team; Corporate Programmes method statement;	From the Service Transfer Date	Yes	Proactive forecasting of requirements leading to improved matching of expertise to requirements. Rapid response to reactively project delivery needs	Forward planning will provide the Service Provider with increased lead times to identify and secure the most suitable resource available.	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council B. New relationship with citizens High and measured customer satisfaction D. Financial and Commercial Net financial benefit and payment profile including pace	None
T2-60	Corporate Programmes	The Service Provider will, from the Service Transfer Date, ensure that the Central Government landscape is reviewed and opportunities are leveraged to support business cases and enhance the deliverability of project solutions.	Certain	None	Corporate Programmes, Transition and Transformation method statements;	From the Service Transfer Date	Yes	Secure additional funding, experience or expertise to support the scoping and delivery of Council projects	Evidence credibility and build trust over the lifetime of the Partnership. Support the delivery of the Outcomes that the Service Provider is contractually committed to.	A. Meeting the Council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council B. New relationship with citizens High and measured customer satisfaction D. Financial and Commercial Net financial benefit and payment profile including pace	None
T2-61	Corporate Programmes	The Service Provider will, from the Service Transfer Date, ensure that Corporate Programmes project risks are managed in accordance with the Council's Risk Management Strategy. Project risks will be recorded and tracked using the Council's JCAD risk management system.	Certain	None	4 FTE within PMO; Corporate Programmes method statement;	From the Service Transfer Date	Yes	Visibility and control of risks across the Corporate Programmes project and programme portfolio.	Effective route to escalate risks and agree mitigating actions	A. Meeting the Council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council B. New relationship with citizens High and measured customer satisfaction D. Financial and Commercial Net financial benefit and payment profile including pace	None
T2-62	Corporate Programmes	The Service Provider will, from the Service Transfer Date, use Capita's project and change management methodology BTC for the management of all new projects.	Certain	None	Approach to delivering Special Projects outlined in Schedule 15; Corporate Programmes method statements; Schedule 12 Partnership Governance;	From the Service Transfer Date	Yes	Proven methodology underpinned with an extensive library of change management tools and techniques. Application of a common and consistent approach across all projects and programmes Training and development in the Service Provider's methodology	Application of a common and consistent approach across all projects and programmes	A. Meeting the Council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council B. New relationship with citizens High and measured customer satisfaction D. Financial and Commercial Net financial benefit and payment profile including pace	None
T2-63	Corporate Programmes	The Service Provider will, from the Service Transfer Date, provide access to their national pool of Programme and Project Managers, and their full range of Business Change specialists. The Service Provider will deploy an appropriate project management resource within a week of request. The Service Provider will deploy an appropriate change management resource within two weeks of request. The Council will have the discretion to reasonably reject any candidate. The Service Provider will ensure the availability of project resources throughout the lifecycle of each project to ensure consistency throughout the project.	Certain	None	Corporate Programmes method statement; Approach to developing Special Projects outlined in Schedule 15;	From the Service Transfer Date	Resources working on SBCs will be provided within our Core Offer. Resources working on projects or ad hoc work will be charged for using a commercial model described in Schedule 15.	Access to resources with the appropriate skills and experience to carry out the works required will enable outcomes to be achieved earlier, time to be saved, the quality of the output to be improved, and the lifetime cost of the project to be reduced.	Evidence credibility and build trust over the lifetime of the Partnership.	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council B. New relationship with citizens High and measured customer satisfaction D. Financial and Commercial Net financial benefit and payment profile including pace	None
T2-64	All Services	The Service Provider will on or before 12 months following Service Transfer Date implement our employee discount solution, LogBuy, for council staff, as part of our Employee Portal investment.	Certain	None	IS Method Statement; Bring Your own Device and Employee Discount Scheme	On or before 12 months following the Service Transfer Date	Yes	Improved employee satisfaction, reduced support and hardware costs	Greater adoption of our technology platform and self service by Delivery Units and their employees	D. Financial and Commercial Net financial benefit and payment profile including pace	None
T2-65	Revenues and Benefits; Finance; IS; Customer Services	Where the Service Provider performance levels fall below the specific KPIs to which the No Service No Fee banding applies set out in Schedule 4 the Authority will not be required to make that part of the Monthly Service Charge as shown in Schedule 4 which relates to the element of Service in respect of which there was No Service and to the period during which there was No Service.	Certain	None	Schedule 4, Payment and Performance;	From the Service Transfer Date	Yes	No charge for sub standard service delivery; Confidence that the Service Provider is penalised for poor performance	Maintains operational focus on performance levels	A. Meeting the Council's Strategic Objectives - High and measured Satisfaction; C. Service delivery Compliant, high quality service delivery; D. Financial and Commercial Net financial benefit and payment profile including pace	None
T2-66	All Services	To protect the Authority from an automatic increase in price due to volume adjustments the Service provider will set the first tolerance parameter at XX above or below the baseline volumes.	Certain	None	Schedule 4, Payment and Performance;	From the Service Transfer Date	Yes	Clear PI and KPI information to evidence service performance	Clear PI and KPI information to evidence service performance	A. Meeting the Council's Strategic Objectives - High and measured Satisfaction; C. Service delivery Compliant, high quality service delivery;	None
T2-67	Procurement	The Service Provider commits to delivering a total procurement guarantee of £46.86m savings and a gainshare arrangement as set out in Schedule 4	Certain	None	Schedule 4, Payment and Performance	Over the Initial Term	Yes	Gives the Authority certainty of savings	The Service provider demonstrates its capability and expertise in Local Authority Procurement leading to an improved reputation in the Market; Additional financial benefit to the Service Provider	D. Financial and Commercial Net financial benefit and payment profile including pace	The scope of Addressable Expenditure is assumed to £90 million of the Authority's expenditure and is covered in the Procurement Plan agreed one month after the Agreement Date.
T2-68	Revenues and Benefits	The Service Provider commits to delivering a total guarantee of £3.8m savings and a gainshare arrangement in relation to the collection of Council Tax as set out in Schedule 4	Certain	None	Schedule 4, Payment and Performance	Over the Initial Term	Yes	Gives the Authority certainty of Collection Rate	The Service provider demonstrates its capability and expertise in R&B leading to an improved reputation in the Market; Additional financial benefit to the Service Provider	D. Financial and Commercial Net financial benefit and payment profile including pace	None
T2-69	Revenues and Benefits	The Service Provider commits to a guarantee in relation to Local Authority Error Overpayments and Administrative Delay Overpayments where in any Authority Tax Year, the Service Provider shall pay the Authority a sum equal to the amount of subsidy lost by the Authority up to a maximum of £5 million in aggregate over the term of the Agreement	Certain	None	Schedule 4, Payment and Performance	Over the Initial Term	Yes	Protection against subsidy loss	The Service provider demonstrates its capability and expertise in R&B leading to an improved reputation in the Market	D. Financial and Commercial Net financial benefit and payment profile including pace	Legacy issues not applicable
T2-70	Revenues and Benefits	The Service Provider commits to delivering a total guarantee of £4.1m of savings and a gainshare arrangement in relation to the collection of additional income generated as a result of the removal of Single Person Discounts for Council Tax households identified by the Service Provider as no longer entitled to the discount, as set out in Schedule 4	Certain	None	Schedule 4, Payment and Performance	Over the Initial Term	Yes	Gives the Authority certainty of income collection	The Service provider demonstrates its capability and expertise in R&B leading to an improved reputation in the Market; Additional financial benefit to the Service Provider	D. Financial and Commercial Net financial benefit and payment profile including pace	Any SPD review or activity that the Council has undertaken between the 25th October 2012 CFT submission and the Service Transfer Date shall count towards the total guarantee value as set out in Schedule 4
T2-71	Estates	The Service Provider will provide additional risk and reward savings of £XX from, Year 4, in relation to establishing a Corporate Landlord Function (CFL) and transferring the Repairs and Maintenance budget of £6m per annum.	Certain	None	Estates Method Statement; Schedule 4, Payment and Performance	From Year 4 following the Service Transfer Date	Yes	Gives the Authority additional savings	Additional gainshare opportunities	D. Financial and Commercial Net financial benefit and payment profile including pace	That the Authority establishes a Corporate Landlord Function and transfers the associated Repairs and Maintenance budget; Baseline and agree the Repairs and maintenance budget