

Unique Id	Services relates to	Service Provider Commitment	Certain/Aspirational	Related Risk	Underpinning Detail	Timescale	Included in core offer	Benefit to the Authority	Benefit to the Provider	Evaluation Criteria Reference	Related Assumptions/ Dependencies
T3-1	Procurement	The Service Provider guarantees Procurement savings of xxxx with the Authority's share being Forty Six Million (£46,000,000) over the Initial Term on the basis set out in Schedule 4.	Certain	None	Procurement method statement; Schedule 4; 6 additional FTE Procurement specialists	Over the Initial Term	Yes	Pound for pound savings guarantee; MTFs Savings in plan guaranteed; Gainshare on overachievement of savings; Transfer of risk to the Service Provider	Gainshare arrangements; Potential reference for procurement service	D. Financial and Commercial Net financial benefit and payment profile including pace	The Procurement guarantee agreed terms are laid out in Schedule 4
T3-2	Procurement	The Service Provider will, on or before 12 months following the Service Transfer Date, review the supply chain and will undertake Ecosystem activities to identify and add additional 3 rd sector, voluntary and community groups to the Supply Chain who can be engaged in the provision of future services to the Authority on the basis set out in Schedule 2 Service Delivery Plans Procurement.	Certain	None	Procurement method statement; Local Supply Chain Champion; £500k investment over the Initial Term in Eco-system development	On or before 12 months following the Service Transfer Date,	Yes	Local SMEs more equipped to deliver services to the Authority; Improvement to local SME viability; Increase in local employment through SMEs; Vibrant and thriving Borough; Support to Community Groups who wish to become formalised parts of the supply economy and therefore provide enhanced service delivery options; Support to creating sustainable business and build upon the high level of business start up within Barnet; Increased community capacity to receive services signposted through the NSCSO function improving resident satisfaction and reducing reliance on the Authority.	Improved capability of local supply economy will drive improved value and generate procurement savings. Reputational benefit to the Provider as an innovative approach to build on existing community and local supply options is proven to work and deliver financial and qualitative benefit.	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 Services joined up with other public, private and third sector organisations	None
T3-3	Procurement	The Service Provider will, on or before 12 months following the Service Transfer Date, engage with the Authority's Commissioners to develop a Strategic Commissioning Programme to ensure that the Authority's procurement expenditure is spent in a way that supports the Council's strategic objectives as laid out in Schedule 2, Service Delivery Plans, Procurement.	Certain	None	Procurement method statement; 6 additional Procurement specialist FTE; £250k investment in Learning and Development Academy; Schedule 12 Partnership Governance; Schedule 40 Managing Agent	On or before 12 months following the Service Transfer Date,	Yes	Authority commissioners engaged in forward planning for procurement activity and supported in achieving strategic objectives; Commissioners more able to operate at a commercial level rather than just in their technical area of expertise; Maximise procurement savings	Involvement with commissioners allows early engagement in respect of service design and will maximise procurement savings opportunities	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time	None
T3-4	Procurement	The Service Provider will, on or before Year 4 following the Service Transfer Date use the e-invoicing procedure as set out in as set out in Schedule 2 for at least 60% of all invoices processed on behalf of the Authority for goods and services. Our estimates profile is Year 1 0%, Year 2 10%, Year 3 30-35%, Year 4 60%.	Certain	None	Finance and Procurement method statements; Volumes in Schedule 4	On or before Year 4 following the Service Transfer Date	Yes	Volume reduction due to e-invoicing factored in to price; Improved engagement with suppliers results in Authority becoming a customer of choice providers	e-invoicing removes opportunity for service failure due to manual intervention	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-5	Procurement	The Service Provider will, on or before 13 months following the Service Transfer Date, provide a Supplier Portal that will enable suppliers to self serve by requesting information, providing information, applying to bid for procurement opportunities, taking part in tendering processes and managing their invoicing process on the basis set out in Schedule 2, Service Delivery Plans.	Certain	None	£XX investment in portal development; £XXX investment in co-design activity; Procurement and Transformation method statement	On or before 13 months following the Service Transfer Date,	Yes	Effective engagement with suppliers, reducing costs and maximising opportunities for providers to supply the Authority; Improved supplier satisfaction	Effective engagement with suppliers resulting in improved satisfaction; Reduced administrative overhead as suppliers are able to self-help	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	None
T3-6	Procurement	The Service Provider will, on or before 12 months following the Service Transfer Date, create an electronic database of contracts relating to suppliers to the Authority which will provide the Authority with greater transparency and assist the Authority and Service Provider in managing contract performance as set out in Schedule 2, Service Delivery Plans Procurement.	Certain	None	Procurement method statement	On or before 12 months following the Service Transfer Date,	Yes	Improved visibility of contracts, T&Cs and duration of contracts; Transparency in respect of contract management	Simplify contract management; Reduced administrative burden in searching for contract information	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-7	Procurement	The Service Provider will, on or before 12 months following the Service Transfer Date, create a procurement portal for the Authority to purchase goods and services from agreed suppliers at approved rates through a single link on the Authority's Intranet as set out in Schedule 2, Service Delivery Plans Procurement.	Certain	None	£XX Investment in portals; Procurement method statement; £XX investment in co-design activity	On or before 12 months following the Service Transfer Date,	Yes	Improved on-contract spend maximises procurement savings and ensures full volumes are taken into account on contract negotiations; Purchasing limited to approved suppliers	Reduced administrative overhead for managing off-contract spend; Improved procurement savings opportunities; Supports PIs to reduce number of suppliers and maximise on-contract spend	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-8	Procurement	The Service Provider will, on or before 12 months following the Service Transfer Date, provide a Local Supply Chain Champion and Supplier Relationship Management process to ensure that the suppliers of goods and services to the Council understand how to bid for and win Authority contracts as laid out in Schedule 2, Service Delivery Plans, Procurement Service.	Certain	None	Supply Chain champion to be appointed; 6 FTE specialist Procurement expertise to develop new ways of working and deliver procurement savings guarantee; £500k investment in development of the Eco-system capability; Procurement and Transformation method statements	On or before 12 months following the Service Transfer Date,	Yes	Contributes to a thriving London Borough, One Barnet and Barnet plc objectives; Reduces direct service provision and enables other providers to deliver services; Increased sustainability of local businesses as they are able to formally share opportunities and better support each other as they become suppliers to the Authority	Supports achievement of Super KPIs; Supports achievement of Procurement and Managing Agent savings	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council C. Service delivery Services joined up with other public, private and third sector organisations	None
T3-9	Procurement	At the start of each Contract Year the Service Provider will agree a three year rolling procurement plan with the Lead member for Procurement, the first such procurement plan to be produced by the Authority for agreement on or before 12months following the Service Transfer Date on the basis in Schedule 2, Service Delivery Plan for the Procurement Service.	Certain	None	Procurement method statement; Procurement savings guarantee	On or before 12 months following the Service Transfer Date,	Yes	Financial forecast underpinned by guaranteed procurement savings; Visibility of planned activity and assurance that any activity supports the Authority's strategic objectives	Supports the delivery of procurement savings guarantee and sign-off for Procurement plan ensuring agreed focus on strategic activity	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None

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T3-10	Procurement	The Service Provider will, on or before 3 months following the Service Transfer Date, commence Opportunity Matching in order to match Council tenders to local companies, Small to Medium Enterprises and voluntary sector organisations in order to maximise their opportunity of winning business and encourage local businesses to participate in tendering for contracts with the Authority as laid out in Schedule 2, Service Delivery Plans, Procurement Service.	Certain	None	Procurement method statement; £500k investment in the development of the Eco-system; Super KPIs and Pls	On or before 3 months following the Service Transfer Date,	Yes	Contributes to a thriving London Borough, One Barnet and Barnet plc objectives; Reduces direct service provision and enables other providers to deliver services; Increased sustainability of local businesses as they are able to formally share opportunities and better support each other as they become suppliers to the Authority	Supports achievement of Super KPIs; Supports achievement of Procurement and Managing Agent savings	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Services joined up with other public, private and third sector organisations	None
T3-11	Procurement	The Service Provider will, on or before 12 months following the Service Transfer Date, commence Market Making - providing expertise in market development and management to establish the ability of the Local Supply Chain to meet future Authority requirements and understand any gaps in the local supply in order to encourage new providers to develop goods and services to meet that demand as laid out in Schedule 2, Service Delivery Plans, Procurement Service.	Certain	None	Procurement method statement; £500k investment in the development of the Eco-system; Super KPIs and Pls; 6 FTE additional specialist procurement resource	On or before 12 months following the Service Transfer Date,	Yes	Thriving Borough with increased expenditure with Local Suppliers; reduced demand on Council services through better signposting to alternative providers; procurement savings through improved supply chain management; recognition of the role the citizen, family and carers take in service provision; Improved resident satisfaction	Engaged and capable local supply chain supporting the delivery of improved resident and customer satisfaction; Procurement and Managing Agent savings and gainshare opportunities	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Services joined up with other public, private and third sector organisations	None
T3-12	Procurement	The Service Provider will, on or before year 4 following the Service Transfer Date have developed an accreditation programme entitled "Doing business with the London Borough of Barnet" for providers within the Supply Chain as set out in Schedule 2, Service Delivery Plans, Procurement Service.	Certain	None	Procurement method statement; £500k investment in Eco-system development; Local supply chain champion; £XX investment in co-design activity	By year 4 following the Service Transfer Date,	Yes	Local SMEs more equipped to deliver services to the Authority; Improvement to local SME viability; Increase in local employment through SMEs; Vibrant and thriving Borough; Support to Community Groups who wish to become formalised parts of the supply economy and therefore provide enhanced service delivery options; Support to creating sustainable business and build upon the high level of business start up within Barnet; Increased community capacity to receive services signposted through the NSCSO function improving resident satisfaction and reducing reliance on the Authority.	Improved capability of local supply economy will drive improved value and generate procurement savings. Reputational benefit to the Provider as an innovative approach to build on existing community and local supply options is proven to work and deliver financial and qualitative benefit.	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations	None
T3-13	Procurement	The Service Provider will, on or before 13 months following the Service Transfer Date, and throughout the Service Period thereafter, seek and where practically possible to do so, review opportunities to leverage the Service Providers own supply chain and supply contracts where benefit to the Authority can be demonstrated as set out in Schedule 2, Service Delivery Plans, Procurement Service.	Certain	None	Procurement method statement; Procurement savings guarantee	On or before 13 months following the Service Transfer Date,	Yes	Maximise procurement savings through the potential to leverage the Service Provider's supply chain	Ability to deliver increased procurement savings beyond the guarantee	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Services joined up with other public, private and third sector organisations	None
T3-14	Procurement	The Service Provider will, on or before 12 months following the Service Transfer Date, seek opportunities to consolidate the Supply Chain by identifying clusters of products/service suppliers suitable or appointing local aggregators as a gateway for local companies and support collaborative bidding as set out in Schedule 2, Service Delivery Plans, Procurement Service.	Certain	None	Procurement method statement; £XX investment in portals; £XX investment in co-design; KPIs and Super KPIs	On or before 12 months following the Service Transfer Date,	Yes	Maximise the use of SME's within aggregated clusters of service supply; Vibrant London Borough with local businesses engaged in supply of services both direct to the Authority or through the wider EcoSystem of delivery	Maximise the engagement of local suppliers who otherwise would not necessarily be able to engage direct on service provision; Opportunities for savings through aggregation of supply; 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 C. Service delivery Services joined up with other public, private and third sector organisations	None
T3-15	Procurement	Where reasonably possible the Service Provider will on or before 12 months following the Service Transfer Date and throughout the Service Period collaborate with other local authorities, Joint procurement organisations such as the West London Alliance and Procure for London and/or other organisations to explore making economies of scale in procurement activity as set out in Schedule 2, Service Delivery Plans, Procurement Service.	Certain	None	Procurement method statement; Procurement savings guarantee	On or before 12 months following the Service Transfer Date,	Yes	Maximise savings opportunities through economies of scale and share/lead initiatives with other organisations gaining a reputation for efficiency and an exemplar Authority	Opportunity for involvement in delivery of wider savings initiatives; Protection of addressable spend contributing to procurement guarantee	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations	None
T3-16	Procurement	The Service Provider will, on or before 12 months following the Service Transfer Date employ Socially Responsible Procurement practices and leverage the Public Contracts Regulations on the use of social and environmental criteria to ensure that Suppliers to the Authority engage in responsible business practice as laid out in Schedule 2, Service Delivery Plans, Procurement Service.	Certain	None	Procurement method statement; Service Providers CSR ethos; 6 FTE additional specialist procurement expertise	On or before 12 months following the Service Transfer Date,	Yes	Supports the Authority's CSR ethos; maximises social and economic benefit for the Borough; contributes to a Thriving London Borough and underpins the One Barnet objects	Delivery of CSR outcomes; Maximise savings through responsible business practice; Supports achievement of 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 C. Service delivery Compliant, high quality service delivery	None

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T3-17	Procurement	The Service Provider will, on or before 6 months following the Service Transfer Date put personal Development Plans in place for the Procurement Service Transferring staff including plans for professional accreditation up to CIPS 4 level as laid out in Schedule 2, Service Delivery Plans, Procurement Service, with all staff within the Service Accredited to CIPS Level 4 by year 4 of the Initial Term.	Certain	None	Procurement method statement; Procurement savings guarantee; Transition and Transformation method statements; Capita Academy for Learning and Development for transferring staff	PDPs including CIPS 4 accreditation on or Before 6 months of following the Service Transfer Date, CIPS 4 Service accreditation by year 4 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 Continuous and innovative improvement in service delivery	None
T3-18	Procurement	The Service Provider will, on or before 3 months following the Service Transfer Date appoint a Procurement Savings Programme Manager who will lead and train the Category Managers and manage benefits realisation in relation to the Services throughout the Service Period on the basis set out in Schedule 2, Service Delivery Plans, Procurement Service.	Certain	None	Procurement method statement; 6 FTE specialist resources provided at risk to deliver the Procurement Savings Guarantee	On or before 3 months following the Service Transfer Date	Yes	Assurance in respect of the delivery of the guaranteed procurement savings; Experienced workforce delivering high quality services to the Authority	Certainty re delivery of procurement savings guarantee; Professional and motivated staff delivering high quality services	A. Meeting the council's strategic objectives Effective HR practices and professional development C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-19	Procurement	The Service Provider will, from the Service Transfer Date provide access for the Authority to the Service Provider's specialist procurement analysts to support the Authority through analytical skills, benchmarking information and market intelligence to support the Commissioning Programme process on the basis laid out in Schedule 2, Service Delivery Plans, Procurement Service.	Certain	None	Procurement method statement; 6 FTE specialist resources provided at risk to deliver the Procurement Savings Guarantee; Procurement savings analysis supported by benchmark and intelligence from other Service Provider procurement services	From the Service Transfer Date	Yes	Assurance in respect of the delivery of the guaranteed procurement savings; Experienced workforce delivering high quality services to the Authority	Certainty of the delivery of the procurement savings guarantee; Maximise opportunities to exceed procurement guarantee	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-20	Procurement	The Service Provider will maintain all existing KPI and PI Baselined Performance Levels currently being achieved from the Service Transfer Date	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority will be compliant with best practice and legislation and will not be open to challenge on Procurement process	The Service Provider will maintain it's reputation for professional Procurement processes	C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	None
T3-21	Procurement	The Service Provider will be subject to a Price Performance mechanism based on KPIs and will deliver Contract Compliance with 98.94% by the end of Year 1 and ongoing compliance of 100% thereafter of all contracts Let and managed by NSCSO Partner awarded in accordance with CPR's and procurement legislation in line with Best practice throughout the contract term on the basis as set out in Schedule 4. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPI	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority will be compliant with best practice and legislation and will not be open to challenge on Procurement process	The Service Provider will maintain it's reputation for professional Procurement processes	C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	None
T3-22	Procurement	The Service Provider will be subject to a Price Performance mechanism based on KPIs facilitate the success of the London Procurement Pledge maximising the opportunities to create jobs and apprenticeships in the Borough on the basis as set out in Schedule 4. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPI	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	Compliance will generate benefits across the Borough and support the wider aspirations for the growth and sustainability of the Borough	The Service Provider will benefit a track record of improving the wider sustainability of clients rather than just contract delivery	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 mechanism, Ability to transfer risk	None
T3-23	Procurement	The Service Provider will be subject to a Price Performance mechanism based on KPIs and has committed that all complex/high risk contracts are managed in accordance with Contract Procedure Rules (CPR's) and Code of Practice on the basis as set out in Schedule 4. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPI	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From Year 1 of the Initial Term	Yes	The Authority can be confident that contracts and suppliers will deliver the services required to the standard required	The Service Provider will maintain it's reputation for professional Procurement processes	C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	It has been assumed that the KPI will be measured from Year 2 when the Service Provider placed contracts are being delivered
T3-24	Procurement	The Service Provider will be subject to a Price Performance mechanism based on KPIs and has committed to achieve an improvement in User Satisfaction levels based on CIPFA user satisfaction ratings, improving annually until it becomes and sustains upper quartile performance as set out in Schedule 4. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPI	Certain	None	Schedule 4 - KPI associated with User Satisfaction	From the end of Year 1 of the Initial Term	Yes	The Authority can be confident that it will receive a professional and effective service that meets its needs and supports its outcomes	The Service Provider will maintain it's reputation for professional Procurement processes	A Meeting the Council's Strategic Objectives - High and measured customer satisfaction C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	It has been assumed that the Service is currently achieving less than 75% satisfaction
T3-25	Procurement	The Service Provider will take advantage of its own Corporate Contracts, frameworks and rates wherever reasonably and legally possible in order to pass on the benefits of its buying power and economies of scale to the Authority	Certain	None	Schedule 2, Service Delivery Plans, procurement	From the Service Transfer Date	Yes	The Authority benefits from lower purchasing costs	The Service Provider increases its spend with Vendors allowing it to negotiate better rates	C. Service Delivery - Continuous and innovative improvement in service delivery, Services joined up with other public, private and third sector organisations D. Financial & Commercial - Ability to transfer risk	That the novation of Third Party Contracts and the scope of the OJEU will allow this
T3-26	Customer Services	The Service Provider will maintain all existing KPI and PI Baseline Performance Levels currently being achieved from the Service Transfer Date. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPIs	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority can be confident that Service Levels will be maintained during transition and Transformation	The Service Provider will maintain it's reputation for professional Service Delivery	C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	None

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T3-27	Customer Services	The Service Provider will improve customer satisfaction on the basis as set out in Schedule 4 with Satisfaction reaching 70% from the end of year 1 of the Initial Term and future improvements to be agreed thereafter. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPI	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	On or before 12 months following the Service Transfer Date	Yes	The Authority can be confident that it will receive a professional and effective service that meets Customer needs and supports its outcomes	The Service Provider will maintain it's reputation for professional High quality Customer Services	A Meeting the Council's Strategic Objectives High and measured customer satisfaction B. New relationship with citizens - High and measured customer satisfaction C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	It has been assumed that the Service is currently achieving 69.5% satisfaction across all channels, Baseline performance figures need to be confirmed to confirm the initial and ongoing KPI improvements The Service Provider assumes that the Service will be achieving 69.5% satisfaction at Service Transfer The Service Provider has assumed that the contact volumes and AHTs following the CST programme completion will be as outlined in Schedule 4
T3-28	Customer Services	The Service Provider will improve First Contact Resolution Rates on the basis as set out in Schedule 4, with resolution of 50% by the end of Year 1 and with further improvements over ther term aiming to increase to 80% for years 5-10.	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority can be confident that it will receive a professional and effective service that meets Customer needs and supports its outcomes	The Service Provider will maintain it's reputation for professional High quality Customer Services	A Meeting the Council's Strategic Objectives High and measured customer satisfaction B. New relationship with citizens - High and measured customer satisfaction C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	It has been assumed that the Service performance figures will be baselined for a 3 month period after Service Transfer Date to confirm the initial and ongoing KPI improvements The Service Provider has assumed that the contact volumes and AHTs following the CST programme completion will be as outlined in Schedule 4
T3-29	Customer Services	The Service Provider will, throughout the Service Period, act as an advocate for the Authority's vulnerable customers who are unable to navigate and engage services themselves ensuring that they are put in contact with the correct Service Provider and that their enquiry is fulfilled without the need to make repeat contacts with the Service Provider on the basis set out in the KPIs in Schedule 4 and Schedule 2, Service Delivery Plans Customer Services and Transformation.	Certain	None	Customer Services and Transformation method statements; Staff Development Plans Transition method statement; Customer Satisfaction KPIs; Schedule 4 - the Service Provider has put 8% of the Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term; Customer contact reduced year on year; FTE reductions within Customer Services	From the Service Transfer Date	Yes	Improved customer satisfaction; Improvements in retained back office efficiency as a result of improved resolution at first point of contact and sign-posting to alternative providers; An important aspect of the necessary infrastructure in place to support the sustainable development of One Public Sector in Barnet.	Improved customer satisfaction; reduced customer contacts; Supports a demand management approach and also provides valuable insight to enable the Provider to work with and assist LBB Delivery Units and retained services in solution development as part of our Corporate Programmes offer.	B. New relationship with citizens High and measured customer satisfaction Meeting the diverse needs of customers C. Service delivery Compliant, high quality service delivery	None
T3-30	Customer Services Transformation	The Service Provider will, on or before 7 months following the Service Transfer Date, implement a complaints management system that allows the Authority and Service Provider named Complaints process owners to effectively manage all complaints in line with the Authority's complaints management process as set out in Schedule 22, Authority Policies.	Certain	None	£XX Investment in CRM system; 6 FTE within Channel Management team; £XX investment in co-design activity	On or before 7 months following the Service Transfer Date	Yes	High and measured customer satisfaction	Integrated complaints system with Single View of the Customer; Effective management of complaints process; Supports achievement of Customer Satisfaction Super KPI	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 Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-31	Customer Services	The Service Provider will, on or before 7 months following the Service Transfer Date put personal Development Plans in place for the Customer Service Transferring staff including the opportunity to retain or obtain the ICS (Institute of Customer Services) professional accreditation (subject to the Service Provider being able to meet its operational service levels) throughout the remaining Service Period on the basis set out in Schedule 2, Service Delivery Plans Customer Services.	Certain	None	Personal Development Plans for all staff; Customer Service method statement; Funding for ICS accreditation and Academy learning and development for all transferring staff £XX investment in transferring staff	On or before 7 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 Continuous and innovative improvement in service delivery	None
T3-32	Customer Services	The Service Provider will, on or before 6 months following the Service Transfer Date, implement a Customer Services reporting tools suite to report management and performance information against the KPIs as detailed in Schedule 4 and provide performance data throughout the Service Period on the basis set out in Schedule 2, Service Delivery Plans Customer Services.	Certain	None	Customer Services and Transformation method statements; Schedule 13 Monitoring Procedure; £XX overall investment in reporting tools suite	On or before 6 months following the Service Transfer Date	Yes	Visibility of service performance; Control and transparency in respect of partnership services	Simple method for production of performance management information	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery D. Financial and Commercial Price performance mechanism	None

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T3-33	Customer Services	<p>The Service Provider will on or before 3 months following the Service Transfer Date provide a Customer Access Strategy, encapsulating how the contact experience will drive and underpin a new relationship with Customers/Citizens, on the basis set out in Schedule 2 Service Delivery Plan Customer Services. Core aspects of the Strategy will address the Service Providers approach to:</p> <ul style="list-style-type: none"> - A tiered model for customer interactions - The segmentation of customer groups, Personas and blending channels - Life events and customer tasks - A Single view of customer and personalisation - Multi-channel access - Channel shift - Self help - Interaction consistency <p>The Customer Access Strategy will be supported by:</p> <ul style="list-style-type: none"> - The Insight Engine - A Service and Channel Development Team - The EcoSystem and Signposting - Co-design with staff and customers - Our technology solution. 	Certain	None	<p>Customer Services method statement;</p> <p>Establish channel development team of 6 FTEs in Customer Services;</p> <p>Co-design approach outlined in Transformation method statements;</p> <p>£XX transformation co-design activity</p>	On or before 3 months following the Service Transfer Date	Yes	<p>Services designed to meet customer needs and access requirements;</p> <p>Improved customer satisfaction;</p> <p>Reduced cost of service provision due to channel shift;</p> <p>Appropriate face to face and technology access for range of customer base. More efficient use of the Authority's property assets as they are aligned to customer contact requirements and their use is challenged by the future CS solution elements. This will inform the Locality strategy for each ward and ensure its alignment to customer demographics and interactions with the Authority.</p>	<p>Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price. Will drive opportunities for co-location with other Public sector bodies and reduce property costs.</p>	<p>A. Meeting the council's strategic objectives</p> <p>Effective partnership working and alignment with council's strategic objectives and values, now and over time</p> <p>Effective management, sharing and use of data and insight to deliver a citizen-centric council</p> <p>B. New relationship with citizens</p> <p>High and measured customer satisfaction</p> <p>Enabling citizens and customers to do things for themselves and nurturing the Big Society</p> <p>Maximising access and quality of experience</p> <p>Meeting the diverse needs of customers</p> <p>C. Service delivery</p> <p>Compliant, high quality service delivery</p> <p>Continuous and innovative improvement in service delivery</p> <p>Services joined up with other public, private and third sector organisations</p>	None
T3-34	Customer Services	<p>The Service Provider will on or before 9 months following the Service Transfer Date provide a face to face solution which will facilitate a new relationship with them, through an approach based upon Community Engagement. on the basis set out in Schedule 2 Service Delivery Plan Customer Services.</p>	Certain	None	<p>Customer Services Method statement;</p> <p>Schedule 3 Continuous Improvement</p> <p>Establish channel development team of 6 FTEs in Customer Services;</p> <p>£XXk transformation co-design activity;</p> <p>Super KPIs for Resident and Business satisfaction</p>	On or before 9 months following the Service Transfer Date	Yes	<p>Services designed to meet customer needs and access requirements;</p> <p>Improved customer satisfaction;</p> <p>Reduced cost of service provision due to channel shift;</p> <p>Appropriate face to face and technology access for range of customer base:</p> <p>Supports the shift in existing and future service options;</p> <p>Sustainable self help and self support options developed.</p>	<p>Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price;</p> <p>Drive innovation in service design;</p> <p>Supports the development of supply options within the ecosystem</p>	<p>A. Meeting the council's strategic objectives</p> <p>Effective partnership working and alignment with council's strategic objectives and values, now and over time</p> <p>Effective management, sharing and use of data and insight to deliver a citizen-centric council</p> <p>B. New relationship with citizens</p> <p>High and measured customer satisfaction</p> <p>Maximising access and quality of experience</p> <p>C. Service delivery</p> <p>Compliant, high quality service delivery</p>	None
T3-35	Customer Services	<p>The Service Provider will on or before 12 months following the Service Transfer Date provide a technical solution which enables Channel Shift, including; intelligent self-service through the web, knowledgebase, Citizen Portal, Customer Relationship Management system and a Single View of the Customer on the basis set out in Schedule 2 Service Delivery Plan Customer Services.</p>	Certain	None	<p>£XX investment in CRM system to give single view of the customer;</p> <p>£XX investment in portals development;</p> <p>6 FTE within Channel Management team;</p> <p>£XX investment in co-design activity</p>	On or before 12 months following the Service Transfer Date	Yes	<p>Services designed to meet customer needs and access requirements;</p> <p>Improved customer satisfaction;</p> <p>Reduced cost of service provision due to channel shift;</p> <p>Services tailored to fulfil multiple requirements through reduced contacts. A key aspect of the necessary infrastructure to support One Public Sector In Barnet is in place that then drives interaction across Public Sector Bodies as they engage with the valuable data contained within the SVC.</p>	<p>Streamline service delivery and deal with multiple requests reducing customer contacts in line with volume reductions forecast</p>	<p>B. New relationship with citizens</p> <p>Enabling citizens and customers to do things for themselves and nurturing the Big Society</p> <p>Maximising access and quality of experience</p> <p>C. Service delivery</p> <p>Compliant, high quality service delivery</p>	None
T3-36	Customer Services	<p>The Service Provider will take the risk that Customer service transaction volumes will reduce from the Authorities stated Baseline after the CST implementation is complete on the basis as set out in Schedule 4 and that there will be no increase its price unless the increase breaches the additional XX volume thresholds on the basis as set out in Schedule 4</p>	Certain	None	Schedule 4	Over the Initial Term	yes	<p>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</p>	<p>The Service Provide deliver demonstrably more efficient services making it more likely that it will attract new custom and secure existing recharge income</p>	<p>D. Financial & Commercial - Flexibility in the contract, Ability to transfer risk, Net financial benefit and payment profile including pace, Price performance mechanism</p>	<p>The Service Provider has assumed that the contact volumes and AHTs following the CST programme completion will be as outlined in Schedule 4</p> <p>That the Service will be achieving current KPI Performance levels of 76% Customer Satisfaction and 40% First contact resolution at Service Transfer</p>
T3-37	Customer Services	<p>The Service Provider has provided Volume based pricing for Contact Volumes for Customer 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 from the baseline on the basis as set out in Schedule 4</p>	Certain	None	Schedule 4	Over the Initial Term	yes	<p>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</p>	<p>The Service Provide deliver demonstrably more efficient services making it more likely that it will attract new custom and secure existing recharge income</p>	<p>D. Financial & Commercial - Flexibility in the contract, Ability to transfer risk, Net financial benefit and payment profile including pace, Price performance mechanism</p>	<p>That existing service baseline Volumes as set out in Schedule 4 are correct and can be validated</p>
T3-38	Customer Services	<p>The Service Provider will collaborate with the DRS Provider to ensure that Customer Requests get to the right place first time and that where they don't the CSO will refer them to the DRS Provider with adequate information to fulfil the request</p>	Certain	None	<p>Schedule 1 NSCSO and DRS Specification and Schedule 2 NSCSO and DRS Method Statement</p>	Over the Initial Term	yes	<p>The Authority gains the benefits of a joined up solution and avoids the adverse impact of each provider on the others obligations and performance</p>	<p>The Service Provider can deliver a better Customer Experience and ensure that the Authority benefits from collaborative working best practice</p>	<p>A. Meeting the Council's Strategic Objectives</p> <p>- 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,</p> <p>B. New Relationship with Citizens - High and measured customer satisfaction</p> <p>C. Service Delivery - Compliant, high quality service delivery, Services joined up with other public, private and third sector organisations</p> <p>D. Financial & Commercial - Flexibility in Contract</p>	None

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T3-39	Customer Services	The Service Provider will collaborate with the DRS Provider to ensure that Customers receive a good service and consistent experience by creating a common set of design principles in the look and feel of the content on the web and in the service received from the CSO	Certain	None	Schedule 1 NSCSO and DRS Specification and Schedule 2 NSCSO and DRS Method Statement	Over the Initial Term	yes	The Authority gains the benefits of a joined up solution and avoids the adverse impact of each provider on the others obligations and performance	The Service Provider can deliver a better Customer Experience and ensure that the Authority benefits from collaborative working best practice	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 C. Service Delivery - Compliant, high quality service delivery, Services joined up with other public, private and third sector organisations D. Financial & Commercial - Flexibility in Contract	None
T3-40	Customer Services	The Service Provider will collaborate with the DRS Provider to ensure that as far as reasonably possible there is a single view of the customer across the two services by providing access to the NSCSO Customer platform and CRM solution so that the DRS Provider can complete information on interactions	Certain	None	Schedule 1 NSCSO and DRS Specification and Schedule 2 NSCSO and DRS Method Statement	Over the Initial Term	yes	The Authority gains the benefits of a joined up solution and avoids the adverse impact of each provider on the others obligations and performance	The Service Provider can deliver a better Customer Experience and ensure that the Authority benefits from collaborative working best practice	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 C. Service Delivery - Compliant, high quality service delivery, Services joined up with other public, private and third sector organisations D. Financial & Commercial - Flexibility in Contract	None
T3-41	Customer Services	The Service Provider will collaborate with the DRS Provider to provide a single joined up Corporate Complaints System by providing access to the system and managing complaints across both Providers in line with Council Policy	Certain	None	Schedule 1 NSCSO and DRS Specification and Schedule 2 NSCSO and DRS Method Statement	Over the Initial Term	yes	The Authority gains the benefits of a joined up solution and avoids the adverse impact of each provider on the others obligations and performance	The Service Provider can deliver a better Customer Experience and ensure that the Authority benefits from collaborative working best practice	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 C. Service Delivery - Compliant, high quality service delivery, Services joined up with other public, private and third sector organisations D. Financial & Commercial - Flexibility in Contract	None
T3-42	Revenues and Benefits	The Service Provider will throughout the Service Period use the Insight Engine and data warehouse to understand the Barnet's Citizens and if required to do so target Council Tax Benefits take up campaigns at those identified as being in need of financial assistance as set out in Schedule 2, Service Delivery Plans, Revenues and Benefits.	Certain	None	Schedule 41 Insight; 4.3 FTEs in dedicated Insight team; £1m investment in Insight Engine; 6 FTEs in Channel Development Team; Transformation and Revenues and Benefits method statements	Service Transfer Date	Yes	Greater understanding of customer needs and behaviour; improved customer satisfaction; information to support the Authority in their role as a commissioning Council; supports the Authority in becoming an exemplar for excellent customer focussed service. Supports the movement towards a 'new relationship with the citizen' via enhanced self help and self support in a sustainable manner as it builds on behavioural data.	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 Meeting the diverse needs of customers Maximising access and quality of experience C. Service delivery Continuous and innovative improvement in service delivery	None
T3-43	Revenues and Benefits	The Service Provider will throughout the Service Period use Experian Mosaic data or other comparable credit reference agency data to increase Council Tax, Sundry Debt and NNDR collection as a result of understanding debtors propensity to pay and taking the most appropriate recovery course for the Revenues and Benefits customers circumstances as laid out in Schedule 2, Service Delivery Plans Revenues and Benefits.	Certain	None	Schedule 41 Insight; 4.3 FTEs in dedicated Insight team; £1m investment in Insight Engine; 6 FTEs in Channel Development Team; Transformation and Revenues and Benefits method statements; Guarantees and gainshare in respect of Council Tax, Single Person Discount and Sundry Debt collections	Service Transfer Date	Yes	Guaranteed improvements in collections; Greater understanding of customer behaviour; Support the movement towards a 'new relationship with the citizen'	Support increased income commitments and opportunities for gainshare; Streamline collection procedures through insight into customer behaviour	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council D. Financial and Commercial Net financial benefit and payment profile including pace	None
T3-44	Revenues and Benefits	The Service Provider will, on or before 12 months following the Service Transfer Date increase the use of e-billing and provide the use of SMS to communicate with Revenues and Benefits Customers as set out in Schedule 2, Service Delivery Plans Revenues and Benefits.	Certain	None	Revenues and Benefits method statement	On or before 12 months following the Service Transfer Date	Yes	Improved and automated communications with citizens improves satisfaction, reduces administrative overhead and improves collection rates	Supports the reduction in staff within the service without compromising customer satisfaction and service efficiency	B. New relationship with citizens Maximising access and quality of experience Meeting the diverse needs of customers C. Service delivery Continuous and innovative improvement in service delivery D. Financial and Commercial Net financial benefit and payment profile including pace	None
T3-45	Left intentionally blank										
T3-46	Revenues and Benefits	The Service Provider will, on or before the Service Transfer Date put in place service resilience through the provision of the Service Providers shared service centres including specialist systems support reducing the likelihood of a Critical Service Failure on the basis set out in Schedule 2 Service Delivery Plan Revenues & Benefits.	Certain	None	Revenues and Benefits method statement	On or before the Service Transfer Date	Yes	Availability of alternative sites and resources ensures business continuity and maintains the level of collections for the Authority	We maintain our reputation as best practice providers of Revenues and Benefits services; Support the achievement of our additional collection guarantees; Maintains customer satisfaction	C. Service delivery Compliant, high quality service delivery	None

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T3-47	Revenues and Benefits	The Service Provider will, on or before 6 months following the Service Transfer Date put in place a mediated service to provide training and guidance for those customers who wish to self serve but require assistance to become competent as laid out in Schedule 2, Service Delivery Plans Revenues & Benefits.	Certain	None	Revenues and Benefits method statement; £XXX investment in co-design activity; Reduction in volume of contacts from users factored into price	On or before 6 months following the Service Transfer Date	Yes	Greater understanding of customer needs and behaviour; improved customer satisfaction; information to support the Authority in their role as a commissioning Council; supports the Authority in becoming an exemplar for excellent customer focussed service. Supports the movement towards a 'new relationship with the citizen' via enhanced self help and self support in a sustainable manner as it builds on behavioural data.	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	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	None
T3-48	Revenues and Benefits	The Service Provider guarantees the Overall 4 year Council Tax Collection rate on the basis set out in Schedule 4, Schedule 2 Service Delivery Plan Revenues and Benefits. The Service provider will Gainshare any additional Council Tax collected over and above the guarantee on the basis set out in Schedule 4	Certain	None	Schedule 4 - the Service Provider has guaranteed the level of Council Tax set out and will make up any shortfall on a pound for pound basis up to a cap of £5m in aggregate over the term	From the Service Transfer Date	Yes	The Authority is guaranteed the level of income set out in the guarantee up to the cap stated	The Service Provider will maintain it's reputation for Top quartile performance for Revenues and Benefits in similar Authorities	C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk, Net financial benefit and payment profile including pace	None
T3-49	Revenues and Benefits	The Service Provider will review Council Tax discounts and exemptions on or before 12 months following the Service Transfer Date and annually thereafter in order to identify those discount and exemption awards that should no longer apply under the Council Tax regulations.	Certain	None	Revenues and Benefits Method statement	On or before 12 months following the Service Transfer Date	Yes	Income collection is maximised for the Authority; Benefits calculations are accurate; Guarantees in respect of collection rates	Supports collections guarantees and gainshare opportunities; Contributes to the Service Providers reputation for excellent service delivery	D. Financial and Commercial Flexibility in the contract	None
T3-50	Revenues and Benefits	The Service Provider will maintain all existing KPI and PI Baselined Performance Levels currently being achieved from the Service Transfer Date. The Service Provider will pay service credits of increasing severity for the level of failure to comply with KPIs	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority can be confident that Service Levels will be maintained during transition and Transformation	The Service Provider will maintain it's reputation for professional Service Delivery	C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Current Baseline Performance will need to be confirmed prior to Contract start
T3-51	Revenues and Benefits	The Service Provider will increase Council Tax Income by the amounts on the basis as set out in Schedule 4 as a result of undertaking Single Person Discount Review utilising insight data to identify those households that should not be entitled to SPD. The Service provider will Gainshare any additional Council Tax collected over and above the guarantee on the basis set out in Schedule 4	Certain	None	Schedule 4 - the Service Provider has guaranteed the level of Council Tax set out and will make up any shortfall on a pound for pound basis up to a cap of £5m in aggregate over the term	From the Service Transfer Date	Yes	The Authority is guaranteed the level of income set out in the guarantee up to the cap stated	The Service Provider will maintain it's reputation for Top quartile performance for Revenues and Benefits in similar Authorities	C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk, Net financial benefit and payment profile including pace	Where the Council have undertaken a review and activity since BAFO and prior to Service Transfer Date the resulting annual optimised SPD revenue will be counted towards the Service Provider's target
T3-52	Revenues and Benefits	The Service Provider will, from the Service Transfer Date guarantee that the lower DWP threshold will not be exceeded in respect of LA Error and Administrative Delay Overpayments, on the basis set out in Schedule 4 up to a cap of £5m in aggregate over the term.	Certain	None	Schedule 4 - the Service Provider has guaranteed the level of Subsidy and will make up any shortfall on a pound for pound basis up to a cap of £5m in aggregate over the term	Service Transfer Date	Yes	The Authority is guaranteed the level of subsidy set out in the guarantee up to the cap stated	The Service Provider will maintain it's reputation for Top quartile performance for Revenues and Benefits in similar Authorities	C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk, Net financial benefit and payment profile including pace	None
T3-53	Revenues and Benefits	The Service Provider will, achieve accuracy levels of 95% for Benefits Claims processing from year 2 ensuring that Customers in need of financial support get the correct Council Tax Benefit on the basis as set out in Schedule 4 and Schedule 2 Service Delivery Plan Revenues and Benefits. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPIs	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From year 2 of the Contract	Yes	The Authority can be confident that it will receive a professional and effective service that meets Customer needs and supports its outcomes	The Service Provider will maintain it's reputation for professional High quality Revenues and Benefits Service	A Meeting the Council's Strategic Objectives - High and measured customer satisfaction B. New relationship with citizens - High and measured customer satisfaction C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Current Baseline Performance will need to be confirmed prior to Contract start
T3-54	Revenues and Benefits	The Service Provider will improve the processing of New Benefits Claims to 10 days ensuring that Customers in need of financial support get Council Tax Benefit as soon as practically possible as laid out in Schedule 4 and Schedule 2 Service Delivery Plan Revenues and Benefits.	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From year 2 of the Contract	Yes	The Authority can be confident that it will receive a professional and effective service that meets Customer needs and supports its outcomes	The Service Provider will maintain it's reputation for professional High quality Revenues and Benefits Service	A Meeting the Council's Strategic Objectives - High and measured customer satisfaction B. New relationship with citizens - High and measured customer satisfaction C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	The 2012/13 baseline is confirmed to be no worse than 16.44 days
T3-55	Revenues and Benefits	The Service Provider will Process Change in Circumstances for Benefits Claims in 6 days from the Service Transfer Date ensuring that Customers in need of financial support get the correct Council Tax Benefit on the basis as set out in Schedule 4 and Schedule 2 Service Delivery Plan Revenues and Benefits. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPI	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	Service Transfer Date	Yes	The Authority can be confident that it will receive a professional and effective service that meets Customer needs and supports its outcomes	The Service Provider will maintain it's reputation for professional High quality Revenues and Benefits Service	A Meeting the Council's Strategic Objectives - High and measured customer satisfaction B. New relationship with citizens - High and measured customer satisfaction C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	The 2012/13 baseline is confirmed to be no worse than 6 days
T3-56	Revenues and Benefits	The Service Provider will, on or before 3 months following the Service Transfer Date implement a comprehensive workforce development approach to provide training on both generic and service-specific development needs for Revenues and Benefits staff as laid out in Schedule 2, Service Delivery Plans, Revenues and Benefits Service.	Certain	None	Personal Development Plans for all staff; Revenues and Benefits method statement; Academy and specialist R&B learning and development for all transferring staff £XX investment in transferring staff	On or before 3 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 Continuous and innovative improvement in service delivery	None

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T3-57	Revenues and Benefits	The Service Provider will take the risk that Benefit Claim volumes will reduce from the Authorities stated Baseline as set out in Schedule 4 as a result of Universal Credit being introduced and that there will be no increase its price unless the increase breaches the additional XX volume thresholds on the basis as set out in Schedule 4	Certain	None	Schedule 4	Over the Initial Term	yes	The Authority gains the benefit of a lower fixed price from year 5 based on Universal Credit being introduced and has price certainty knowing that the Service Provider will bear the cost should they not reduce up to the thresholds laid out in Schedule 4	The Service Provide deliver will manage staffing levels and workforce Strategies in a proactive way to ensure that the right levels of staffing are in place to address this change	D. Financial & Commercial - Flexibility in the contract, Ability to transfer risk, Net financial benefit and payment profile including pace,	The Service Provider has assumed that the Benefits Caseload volumes are as outlined in Schedule 4 That Universal Credit will be introduced
T3-58	Revenues and Benefits	The Service Provider has provided Volume based pricing for Benefits Caseloads for the Revenues and Benefits 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 from the baseline on the basis as set out in Schedule 4	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 Provider will deliver demonstrably more efficient services making it possible to accommodate a 10% increase without charging	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
T3-59	Revenues and Benefits	The Service Provider has provided Volume based pricing for The Number of Households within the Council Tax Property base 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 from the baseline set out in Schedule 4	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 Provider will deliver demonstrably more efficient services making it possible to accommodate a 10% increase without charging	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
T3-60	Finance Service	The Service Provider will, on or before 12 months following the Service Transfer Date implement the Integra Finance Systems automating Finance processes and facilitating efficient financial reporting as set out in Schedule 2, Service Delivery Plans, Finance Service.	Certain	None	Finance and Transformation method statements; Savings in SAP costs XX investment in co-design activity; XX investment in Integra implementation	On or before 12 months following the Service Transfer Date	Yes	Lower cost of ownership for replacement finance system; Flexible and configurable system which can be easily adapted to meet evolving business needs; Improved user satisfaction	Lower cost Finance system owned and developed by Service Provider which ensure adaptations and changes can be easily accommodated to meet Authority requirements; Improved user satisfaction	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-61	Finance Service	The Service Provider will, on or before 12 months following the Service Transfer Date implement document scanning and workflow processes for purchase orders and invoice requisitions improving transaction efficiency and financial ownership within the Authority as set out in Schedule 2, Service Delivery Plans, Finance Service.	Certain	None	Finance and Transformation method statements; XX investment in scanning and workflow services; Reduction in administrative FTE	On or before 12 months following the Service Transfer Date	Yes	Lower cost services and improved efficiency of operations	Control of scanning and workflow sits in centre of excellence and assures high level of availability and reduced costs already included in price	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-62	Finance Service	The Service Provider will, on or before 12 months following the Service Transfer Date implement a scanning and data capture solution to convert paper documents to electronic data within the Finance Service as laid out in Schedule 2, Service Delivery Plans, Finance Service.	Certain	None	Finance and Transformation method statements; XX investment in scanning and workflow services; Reduction in administrative FTE	On or before 12 months following the Service Transfer Date	Yes	Availability of paper documents via electronic means, improving access and operational efficiency; Improved user satisfaction	Less administrative burden allows service to operate with fewer FTE whilst still delivering quality services	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-63	Finance Service	The Service Provider will on or before 9 months following the Service Transfer Date employ the Insight capability and Customer Relationship Management Solution to develop a consolidated view of customer debt across services and Improve the collection of all Authority debt as set out in Schedule 2, Service Delivery Plans, Finance Service.	Certain	None	Schedule 41 Insight; 4.3 FTEs in dedicated Insight team; XX investment in Insight Engine; XX investment in CRM and XX in Single View of the Customer; 6 FTEs in Channel Development Team; Transformation and Finance method statements; Guarantees and gainshare in respect of Council Tax, Single Person Discount and Sundry Debt collections	On or before 9 months following the Service Transfer Date	Yes	Guaranteed improvements in collections; Greater understanding of customer behaviour; Support the movement towards a 'new relationship with the citizen'	Support increased income commitments and opportunities for gainshare; Streamline collection procedures through insight into customer behaviour	C. Service delivery Continuous and innovative improvement in service delivery D. Financial and Commercial Net financial benefit and payment profile including pace	None
T3-64	Finance Service	The Service Provider will throughout the Service Period seek to increase the use of BACS and electronic invoicing and remittances to improve service efficiency and on or before 12 months following the Service Transfer Date encourage the use of the Supplier Portal self service capability to reduce supplier telephone contacts Schedule 2 Service Delivery Plan Finance.	Certain	None	Finance method statement; XX investment in portals development; XX investment in co-design activity; Reduction in FTE requirement due to automation and reduced customer contacts	On or before 12 months following the Service Transfer Date	Yes	High levels of service maintained with fewer FTEs within service area; Supports the authority's 'new relationship with citizens'	Increased automation removes opportunity for manual errors and supports achievement of KPIs and reduced operating cost	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-65	Finance Service Schools Service Transformation	The Service Provider will on or before 9 months following the Service Transfer Date provide a support and advice service to schools through the Service Provider's Schools Portal service as laid out in Schedule 2, Service Delivery Plans, Finance Service, Schools Service and Transformation Service.	Certain	None	Finance method statement; £3m investment in portals development; XX investment in co-design activity; Reduction in FTE requirement due to automation and reduced customer contacts	On or before 9months following the Service Transfer Date	Yes	High levels of service maintained with fewer FTEs within service area;	Increased automation removes opportunity for manual errors and supports achievement of KPIs and reduced operating cost	C. Service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations	None
T3-66	Finance Service	The Service Provider will throughout the Initial Contract Term consult with Members on the development of the Treasury/financial Strategy providing advice based on market intelligence as laid out in Schedule 2, Service Delivery Plans, Finance Service.	Certain	None	Finance method statement	From the Service Transfer Date	Yes	Financial forecast underpinned by market intelligence and broader understanding of industry challenges; Visibility of planned activity and assurance that any activity supports the Authority's strategic objectives	Supports the delivery of the Authority's financial strategy and plans	C. Service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations	None
T3-67	Finance Service		Certain	None	Schedule 2, Service Delivery Plans, Finance, Appendix 1 Schedule 4	From the Service Transfer Date	Yes	The Authority will release retrospective savings of £15m and total savings of £22m to be shared on a Gainshare basis and as set out in Schedule 4	The Service provider demonstrates its capability and expertise in Local Authority Finance leading to an improved reputation in the Market	C. Service delivery Continuous and innovative improvement in service delivery D. Financial and Commercial Net financial benefit and payment profile including pace	That the Council will provide access to Finance Records and staff to validate the Service Providers findings That members will adopt the new policy in line with the application of the regulations
T3-68	Finance Service	The Service Provider will on or before 5 months following the Service Transfer Date provide FSA approved treasury Investment and debt portfolio management services resulting in recommendations to the Authority for the maximisation of financial resources Schedule 2 Service Delivery Plan Finance.	Certain	None	Finance method statement	On or before 5 months following the Service Transfer Date	Yes	Financial forecast underpinned by market intelligence and broader understanding of industry challenges; Maximise financial savings to the Authority; Underpins the delivery of the One Barnet objectives	Supports the delivery of the Authority's financial strategy and plans	C. Service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations	None

Unique Id	Services relates to	Service Provider Commitment	Certain/Aspirational	Related Risk	Underpinning Detail	Timescale	Included in core offer	Benefit to the Authority	Benefit to the Provider	Evaluation Criteria Reference	Related Assumptions/ Dependencies
T3-69	Finance Service	The Service Provider will throughout the Service Period complete all statutory reports and returns in line with the Authority's deadlines on the basis set out in Schedule 2 Service Delivery Plan Finance.	Certain	None	Finance method statement; KPIs	From Service Transfer Date	Yes	Assurance in respect of a compliant and excellence service	The Service Provider demonstrates its capability and expertise in Local Authority Finance supporting its reputation in the Market; Achievement of KPIs	C. Service delivery Compliant, high quality service delivery	None
T3-70	Finance Service	The Service Provider will throughout the Service Period prepare all working papers for the Authority's annual statutory reports and returns by April in each Contract Year Schedule 2 Service delivery Plan Finance.	Certain	None	Finance method statement; KPIs	From Service Transfer Date	Yes	Assurance in respect of a compliant and excellence service	The Service Provider demonstrates its capability and expertise in Local Authority Finance supporting its reputation in the Market; Achievement of KPIs	C. Service delivery Compliant, high quality service delivery	None
T3-71	Finance Service	The Service Provider will, on or before 13 months following the Service Transfer Date provide accurate Authority budgets and forecasts through automated budgeting processes shared between the Service Provider and the Authority, including the creation of appropriate on-line monitoring reports as laid out in Schedule 2, Service Delivery Plans, Finance Service.	Certain	None	Finance method statement; XX investment in Axiom; XX investment in co-design activity	On or before 13 months following the Service Transfer Date	Yes	Maximised automation with the service minimises the opportunity for error and provides transparency in respect of the Authority's financial management information	Increased automation removes opportunity for manual errors and supports achievement of KPIs and reduced operating cost	C. Service delivery Compliant, high quality service delivery	None
T3-72	Finance Service	The Service Provider will throughout the Service Period ensure the Service Providers Business Assurance and Risk function undertakes audit and compliance testing on the finance service in line with Good Industry Practice on the basis set out in Schedule 2, Service Delivery Plans, Finance Service .	Certain	None	Finance method statement; Clause 28	From Service Transfer Date	Yes	Assurance in respect of a compliant and excellence service	The Service Provider demonstrates its capability and expertise in Local Authority Finance supporting its reputation in the Market; Achievement of KPIs	C. Service delivery Compliant, high quality service delivery	None
T3-73	Finance Service	The Service Provider will, on or before 13 months following the Service Transfer Date implement Self Serve Reporting giving Authority managers access to financial information including budget monitoring reports, forecast information and other financial metrics including debt monitoring and outstanding workflow items as laid out in Schedule 2, Service Delivery Plans, Finance Service.	Certain	None	Finance method statement;	On or before 13 months following the Service Transfer Date	Yes	Assurance in respect of a compliant and excellence service	The Service Provider demonstrates its capability and expertise in Local Authority Finance supporting its reputation in the Market; Achievement of KPIs	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-74	Finance Service	The Service Provider will, on or before 13 months following the Service Transfer Date provide Finance training to support Authority budget holders in reducing their financial processing activity and increase their access to data that will support improved financial performance and stewardship on the basis set out in Schedule 2, Service Delivery Plans, Finance Service.	Certain	None	Investment of XX included for access and tailoring of Academy; Finance method statement; Capita Learning and Development specialists involved in the tailoring the solution	On or before 13 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 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 Continuous and innovative improvement in service delivery	None
T3-75	Finance Service	The Service Provider will, on or before 7 months following the Service Transfer Date ensure that staff are kept abreast of all changes to accounting standards and legislation by put personal development plans in place for the Finance Service Transferring staff including plans for professional accreditation and the maintenance of existing professional qualifications on the basis set out in Schedule 2, Service Delivery Plans, Finance Service.	Certain	None	Personal Development Plans for all staff; Finance method statement; Academy and specialist accountancy learning and development for all transferring staff XX additional investment in transferring staff	On or before 7 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 Continuous and innovative improvement in service delivery	None
T3-76	Finance Service	The Service Provider will maintain all existing KPI and PI Baselined Performance Levels currently being achieved from the Service Transfer Date. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPI	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority can be confident that Service Levels will be maintained during transition and Transformation	The Service Provider will maintain it's reputation for professional Service Delivery	C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Current Baseline Performance will need to be confirmed prior to Contract start
T3-77	Finance Service	The Service Provider will work with Delivery Units to ensure that 100% of Council Services come in on budget from the Month 7 following the Service Transfer Date on the basis as set out in Schedule 4 and Schedule 2 Service Delivery Plan Finance Service. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPIs	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From Month 4 after the Service Transfer Date for the Initial Term	Yes	The Authority can be confident that its budgets are well managed and that the Service Providers financial stewardship is ensuring the financial security of the Council	The Service Provider will maintain it's reputation for professional High quality Financial Services	C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Current Baseline Performance will need to be confirmed prior to Contract start
T3-78	Finance Service	The Service Provider will work with Delivery Units to ensure that 97.7% of Council Services implement the savings forecast as a result of the quality of the budget planning process from the Service Transfer Date improving to 98% of savings implemented from year 2 and 98.5% from Year 3 on the basis as set out in Schedule 4 and Schedule 2 Service Delivery Plan Finance Service. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPIs	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority can be confident that its budgets are well managed and that the Service Providers financial stewardship is ensuring the financial security of the Council	The Service Provider will maintain it's reputation for professional High quality Financial Services	C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Current Baseline Performance will need to be confirmed prior to Contract start
T3-79	Finance Service	The Service Provider will deliver draft accounts to the external Auditor on or before the 31st May each year from the Service Transfer Date of the Contract Term on the basis as set out in Schedule 4 and Schedule 2 Service Delivery Plan Finance Service. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPIs	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority can be confident that it is delivering best practice Finance Management and processes	The Service Provider will maintain it's reputation for professional High quality Financial Services	C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Current Baseline Performance will need to be confirmed prior to Contract start
T3-80	Finance Service	The Service Provider will enable the External Audit to be completed and draft ISA 260 produced by 18th July Annually on the basis as set out in Schedule 4 and Schedule 2 Service Delivery Plan Finance Service. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPIs	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority can be confident that it is delivering best practice Finance Management and processes	The Service Provider will maintain it's reputation for professional High quality Financial Services	C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Current Baseline Performance will need to be confirmed prior to Contract start
T3-81	Finance Service	The Service Provider will be subject to a Price Performance mechanism based on KPIs and has committed to achieve an improvement in User Satisfaction levels based on CIPFA user satisfaction ratings, improving annually until it becomes and sustains upper quartile performance as set out in Schedule 4. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPI	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority can be confident that it will receive a professional and effective service that meets its needs and supports its outcomes	The Service Provider will maintain its reputation for professional Procurement processes	A Meeting the Council's Strategic Objectives - High and measured customer satisfaction C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Current Baseline Performance will need to be confirmed prior to Contract start
T3-82	Finance Service	The Service Provider will enable the achievement of obtaining an annual unqualified external audit opinion submitted in line with the required deadlines on the basis as set out in Schedule 4 and Schedule 2 Service Delivery Plan Finance Service. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPIs	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority can be confident that it is delivering best practice Finance Management and processes	The Service Provider will maintain it's reputation for professional High quality Financial Services	C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Current Baseline Performance will need to be confirmed prior to Contract start

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T3-83	Finance Service	The Service Provider will take the risk that the number of Invoices processes will reduce from the Authorities stated Baseline as set out in Schedule 4 as a result of improved automation, electronic invoicing and increased self service Introduced by the Service Provider and that there will be no increase its price unless the increase breaches the additional 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 as a result of improved automation, electronic invoicing and increased self service Introduced by the Service Provider and has price certainty knowing that the Service Provider will bear the cost should they not reduce its volumes	The Service Provider benefits from increasing the scale of its Finance Service Operation creating greater economies of scale in its indexing and scanning function	D. Financial & Commercial - Flexibility in the contract, Ability to transfer risk, Net financial benefit and payment profile including pace,	Current Baseline Performance will need to be confirmed prior to Contract start
T3-84	Finance Service	The Service Provider has provided Volume based pricing for Invoices Processed within the Finance 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 from the baseline on the basis as set out in Schedule 4	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 Provider will deliver demonstrably more efficient services making it possible to accommodate a 10% increase without charging	D. Financial & Commercial - Flexibility in the contract, Ability to transfer risk, Net financial benefit and payment profile including pace, Price performance mechanism	Current Baseline Performance will need to be confirmed prior to Contract start
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T3-86	Finance Service	The Service provider will collaborate with the DRS provider to ensure that the financial reporting, reconciliation and payments related to DRS activities are in line with the Councils requirements as set out in the DRS/NSCSO specification in Schedule 1	Certain	None	Schedule 2, Service Delivery Plans, NSCSO DRS Services	From the DRS Service Transfer Date	Yes	The Authority gains the benefits of a joined up solution and avoids the adverse impact of each provider on the others obligations and performance	The Service Provider can deliver consistent financial management and processes	C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk, Net financial benefit and payment profile including pace	That the DRS provider delivers information in the timescales and agreed formats required
T3-87	HRP Service	The Service Provider will, on or before 12 months following the Service Transfer Date implement the I-Trent HR Payroll System providing real time people management information from our allowing the Authority to understand its workforce more effectively as laid out in Schedule 2, Service Delivery Plans, HR.	Certain	None	HR and Transformation method statements; XX investment in iTrent; Reduction in FTE due to self-help and self-serve; XX investment in co-design; Removal of SAP licence and support costs	On or before 12 months following the Service Transfer Date	Yes	Users more easily able to access and transact online; Improved user satisfaction; Reduction in volumes factored into reduced price	Streamline service delivery and deal with multiple requests reducing customer contacts in line with volume reductions forecast	A. Meeting the council's strategic objectives Effective HR practices and professional development	None
T3-88	HRP Service	The Service Provider will, from the Service Transfer Date provide strategic advice and the development of Authority's People Performance and Talent Management Programme via the Service Providers subject specific experts as laid out in Schedule 2, Service Delivery Plans, Finance Service.	Certain	None	HR method statement	From Service Transfer	Yes	The Authority can be confident that it is delivering best practice HR and OD Management and processes	The Service Provider will maintain its reputation for professional high quality HR Services	A. Meeting the council's strategic objectives Effective HR practices and professional development	None
T3-89	HRP Service	The Service Provider will, on or before 12 months following the Service Transfer Date provide Management Information and Business Intelligence to Authority managers to help them to identify employee issues or concerns and assist them in developing appropriate interventions as set out in Schedule 2, Service Delivery Plans, HR.	Certain	None	HR method statement; XX investment in iTrent; XX investment in knowledge management	On or before 12 months following the Service Transfer Date	Yes	The Authority can be confident that it is delivering best practice HR and OD Management and processes	The Service Provider will maintain its reputation for professional high quality HR Services; Forward planning of OD interventions allows appropriate resource planning	A. Meeting the council's strategic objectives Effective HR practices and professional development	None
T3-90	HRP Service	The Service Provider will on or before 15 months following the Service Transfer Date provide a Employee Portal to enable Authority staff to self serve by requesting HR and Payroll services, providing information, applying for leave, requesting information or being sign-posted to HR Specialist advice on the basis set out in Schedule 2, Service Delivery Plans HR with 80% of enquiries resolved by this method resulting in the reduction in operating costs charged to the Authority through the Monthly Service Payment.	Certain	None	HR method statement; XX investment in portals development; Reduction in operational FTE; Improved user satisfaction	On or before 15 months following the 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 staff without online access	Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price.	A. Meeting the council's strategic objectives Effective HR practices and professional development C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery D. Financial and Commercial Net financial benefit and payment profile including pace	None
T3-91	HRP Service	The Service Provider will on or before 12 months following the Service Transfer Date provide staff with a Single Employee View capturing all Authority staff interactions with the Service Providers back office services, with the same information available across channels (contact centre, web or face to face HR advice) as set out in Schedule 2, Service Delivery Plans, HR.	Certain	None	HR method statement; XX investment in iTrent; XX incremental investment in CRM; XX investment in overall knowledge management; XX investment in CMS	On or before 12 months following the 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 staff without online access	Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price.	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
T3-92	HRP Service	The Service Provider will on or before 21 months following the Service transfer Date reduce calls to the HR Service Contact Centre by 25% based on the volumes provided by the Authority as set out in Schedule 2, Service Delivery Plans.	Certain	None	HR method statement; XX investment in iTrent; XX incremental investment in CRM; XX investment in overall knowledge management; XX investment in CMS	On or before 21 months following the 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 staff without online access	Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price.	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	None
T3-93	HRP Service	The Service Provider will on or before 6 months following the Service Transfer Date develop an HR Payroll knowledge base to support prompt query resolution and ensure the consistency of advice and information provided through the Employee Portal, HR Advisors and the HR Contact Centre as set out in Schedule 2, Service Delivery Plans HR.	Certain	None	HR method statement; XX investment in overall knowledge management; XX investment in portals development; Customer satisfaction KPI	On or before 6 months following the 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 staff without online access	Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price.	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 Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None

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T3-94	HRP Service	The Service Provider will on or before 20 months following the Service Transfer Date Implement a telephony technology solution to enable hard-to-reach staff who cannot access the internet to receive and provide HR Payroll information as set out in Schedule 2, Service Delivery Plans HR.	Certain	None	HR method statement; Investment of XX in technology for hard to reach staff	On or before 20 months following the 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 staff without online access	Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price.	B. New relationship with citizens Meeting the diverse needs of customers C. Service delivery Continuous and innovative improvement in service delivery	None
T3-95	HRP Service	The Service Provider will from the Service Transfer Date provide access to over 200 Health and Safety qualified Service Provider professionals for ad-hoc subject matter expertise as set out in Schedule 2, Service Delivery Plans HR.	Certain	None	HR method statement	Service Transfer Date	Yes	Access to a wide range of specialist advisors from within Service Providers resources	Specialist resources available on an ad hoc basis without detriment to overall bid price	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council	None
T3-96	HRP Service	The Service Provider will from the Service Transfer Date provide the Authority and Authority Schools buying Traded Service with professional advice and support for Safety, Health, and Wellbeing on a Pay as you Go Basis as set out in Schedule 2, Service Delivery Plans HR.	Certain	None	HR method statement; Schools method statement	Service Transfer Date	Yes	Using services on a Pay as you Go basis ensures value for money for ad hoc requirements; Access to wide range of capability as needed	Specialist resources available on an ad hoc basis without detriment to overall bid price	C. Service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations	None
T3-97	HRP Service	The Service Provider will from the Service Transfer Date provide face to face expert support to support the Authorities Directors with their Strategic priorities and to ensure effective risk management relating to employee and HR issues. as set out in Schedule 2, Service Delivery Plans HR.	Certain	None	HR method statement	Service Transfer Date	Yes	The Authority can be confident that best practice HR and OD knowledge and support is available to support the Authority's strategic priorities and challenges	The Service Provider will maintain its reputation for professional high quality HR Services; Services aligned to Authority's strategic priorities	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Compliant, high quality service delivery	None
T3-98	HRP Service	The Service Provider will from the Service Transfer Date develop and maintain e-Recruitment process and will provide Authority Managers with information on the stage and progress of the recruitment life-cycle as set out in Schedule 2, Service Delivery Plans where currently provided HR.	Certain	None	HR method statement; XX investment in iTrent	Service Transfer Date	Yes	The Authority can be confident that best practice Recruitment knowledge and support is available to support the Authority's strategic priorities and challenges; Reduced cost to deliver services due to automation	Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price.	C. Service delivery Compliant, high quality service delivery	None
T3-99	HRP Service	The Service Provider will, on or before 13 months following the Service Transfer Date implement Self Serve Reporting through the i-Trent HR system giving Authority managers access to an HR dashboard providing them with a range of Authority Personnel information as set out in Schedule 2, Service Delivery Plans HR.	Certain	None	HR method statement; XX investment in iTrent	On or before 13 months following the Service Transfer Date	Yes	Automated access to HR information reducing the administrative overhead and reduced cost of services	Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price.	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-100	HRP Service	The Service Provider will, dependent upon Barnet Council adopting our Learning and Development Service on or before 6 months following the Service Transfer Date introduce a Return On Investment Model for learning interventions versus learning outcomes to ensure that the Authority can identify which training courses result in the best outcome in terms of staff skills, productivity and capability as set out in Schedule 2, Service Delivery Plans HR.	Aspirational	None	HR method statement; XX investment in Learning and Development for retained authority staff	On or before 6 months following the Service Transfer Date	Yes	Potential for reduction in overall cost of learning and development across the Authority	Opportunity to deliver L&D savings for the authority and maximise benefits of Service Providers L&D service	A. Meeting the council's strategic objectives Effective HR practices and professional development C. Service delivery Continuous and innovative improvement in service delivery	Authority agrees to Service Provider delivering Learning and Development service with centralised training budgets
T3-101	HRP Service	The Service Provider will be subject to a Price Performance mechanism based on KPIs and has committed to achieve an improvement in Customer Satisfaction levels based on CIPFA user satisfaction ratings, improving annually until it becomes and sustains upper quartile performance as set out in Schedule 4. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPI	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority can be confident that it will receive a professional and effective service that meets its users needs	The Service Provider will maintain its reputation for professional HR Payroll Services and processes	A Meeting the Council's Strategic Objectives - High and measured customer satisfaction C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Current Baseline Performance will need to be confirmed prior to Contract start
T3-102	HRP Service	The Service Provider will ensure that every employee who has a requirement to have a Criminal Record Check undertaken has a valid check in place which should be no more than 3 years old as set out in Schedule 4 and Schedule 2 Service Delivery Plan HR Services. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPIs	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority can be confident that it meets its Safeguarding obligations	The Service Provider will maintain its reputation for professional HR Payroll Services and processes	A Meeting the Council's Strategic Objectives - Effective HR practices and professional development C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Current Baseline Performance will need to be confirmed prior to Contract start
T3-103	HRP Service	The Service Provider will, achieve payroll accuracy levels with payroll errors being at or below 0.15% of the total payrolls processed by the end of year 1 on the basis as set out in Schedule 4 and Schedule 2 Service Delivery Plan HR Services. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPIs	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority can be confident that it will receive a professional and effective service that meets its users needs	The Service Provider will maintain its reputation for professional HR Payroll Services and processes	A Meeting the Council's Strategic Objectives - Effective HR practices and professional development C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Current Baseline Performance will need to be confirmed prior to Contract start
T3-104	HRP Service	The Service Provider will pay 100% of payrolls on the correct date from the Service Transfer Date on the basis as set out in Schedule 4 and Schedule 2 Service Delivery Plan HR Services. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPIs	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority can be confident that it will receive a professional and effective service that meets its users needs	The Service Provider will maintain its reputation for professional HR Payroll Services and processes	A Meeting the Council's Strategic Objectives - Effective HR practices and professional development C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Current Baseline Performance will need to be confirmed prior to Contract start
T3-105	HRP Service	The Service Provider will continue to monitor and analyse sickness absence levels and deliver specific projects, jointly identified and agreed with the Authority on a quarterly basis to proactively target and support the Authority in reducing those sickness absence levels. The Service Provider's Business Partners will utilise the Authority's absence data to identify and target areas within the Authority Delivery Units with higher absence levels and make recommendations to the Authority on how to reduce those sickness absence levels. This may include chargeable projects or courses where this is agreed between the Parties which would be commissioned through the Special Projects process as set out in Schedule 15	Certain	None	Schedule 2 HR Method statement KPI as set out in Schedule 4 projects and interventions	From the Service Transfer Date	Yes	The Authority will see improved productivity as a result of reduced absenteeism	The Service Provider will maintain its reputation for professional HR Payroll Services and processes	A Meeting the Council's Strategic Objectives Effective HR practices and professional development D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Suggested interventions and projects will ultimately outline what needs to be done, but it will be for the Authority to commission those activities as Special Projects or to enforce the recommendations directly to Council Managers
T3-106	HRP Service	The Service Provider has provided Volume based pricing for the Number of employees supported and the number of Payrolls managed within the HR Payroll Service 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 from the baseline on the basis as set out in Schedule 4	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	The Service Provider will deliver demonstrably more efficient services making it possible to accommodate a 10% increase without charging	D. Financial & Commercial - Flexibility in the contract, Ability to transfer risk, Net financial benefit and payment profile including pace, Price performance mechanism	Current Baseline volumes will need to be confirmed prior to Contract start

Unique Id	Services relates to	Service Provider Commitment	Certain/Aspirational	Related Risk	Underpinning Detail	Timescale	Included in core offer	Benefit to the Authority	Benefit to the Provider	Evaluation Criteria Reference	Related Assumptions/ Dependencies
T3-107	HRP Service	The Service Provider has provided Volume based pricing for the Number of School employees supported within the HR Payroll Service giving Schools greater flexibility and ensuring that the Schools only pay for the services provided or required and accommodating both increases and decreases in the volumes from the baseline on the basis as set out in Schedule 4	Certain	None	Schedule 4	Over the Initial Term	yes	The Schools gain the benefit of variable pricing from the Service Provider and can directly influence what it pays as staff levels reduce	The Service Provider will deliver demonstrably more efficient services making it possible to accommodate a 10% increase without charging	D. Financial & Commercial - Flexibility in the contract, Ability to transfer risk, Net financial benefit and payment profile including pace, Price performance mechanism	Current Baseline volumes will need to be confirmed prior to Contract start
T3-108	IS Service	The Service Provider will from the Service Transfer Date provide an element IT services on the basis of a volume based variable charge as set out in Schedule 4, and will seek to decrease the level of fixed charges in line with the Authority's requirements laid out in Schedule 1 in order to ensure that the Authority only pays for what it uses.	Certain	None	Schedule 4	Service Transfer Date	Yes	The Authority gains the benefit of variable pricing from the Service Provider and can directly influence what it pays as staff levels reduce	The Service Provider will deliver demonstrably more efficient services making it possible to accommodate a 10% increase without charging	D. Financial & Commercial - Flexibility in the contract, Ability to transfer risk, Net financial benefit and payment profile including pace, Price performance mechanism	Current Baseline volumes will need to be confirmed prior to Contract start
T3-109	IS Service	The Service Provider will, on or before 12 months following the Service Transfer Date complete a Data Centre Migration to move all the infrastructure, Servers and Applications as set out in Schedule 2 from NLBP4 to a Service Provider data centre in line with Schedule 2, Service Delivery Plans, Transition and Transformation.	Certain	None	IS method statement; XX investment in data centre migration; KPIs	On or before 12 months following the Service Transfer Date	Yes	Reliable and resilient infrastructure with less likelihood of system failure; Introduction of disaster recovery in order to protect the Authority's critical systems	Certainty of service quality and achievement of KPIs; Infrastructure subject to Service Provider security and protocols	C. Service delivery Continuous and innovative improvement in service delivery	None
T3-110	IS Service	The Service Provider will, on or before 15 months following the Service Transfer Date implement a Managed Desktop Solution ensuring that all desktop devices are refreshed and maintained in line with Schedule 29 Maintenance and Refresh as set out in Schedule 2, Service Delivery Plans IS.	Certain	None	IS method statement; XX investment in desktop refresh over the term; XX investment in citrix; Reduction in support requirements for desktop services team	On or before 15 months following the Service Transfer Date	Yes	More mobile workforce and improved productivity as desktop issues can be resolved remotely and staff can hot-desk more easily	Desktop and user incidents can be managed remotely without the need for on-site support staff	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-111	IS Service	The Service Provider will throughout the Service Period seek to provide IS Services through a managed/cloud services approach wherever reasonably practical with the Initial managed/cloud services being in place following the Data Centre Migration on or before 12 months following the Service Transfer Date as set out in Schedule 2, Service Delivery Plans IS.	Certain	None	IS method statement; XX investment in cloud services over term	On or before 12 months following the Service Transfer Date	Yes	Authority pays for services it actually uses rather than investment in static infrastructure; Greater flexible to scale services on demand	Economies of scale as a result of increased use of shared infrastructure	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-112	IS Service	The Service Provider will, on or before 2 months following the Service Transfer Date initiate a Google desktop applications and mail proof of concept pilot for appropriate Authority identified users. On the basis of successful outcome of that pilot and an appropriate business, the Service Provide will extend the Google service to all users in accordance with the Authority's Information Security policy contained in Schedule 22, Authority Policies.	Certain	None	IS method statement; XX savings included in price	On or before 2 months following the Service Transfer Date	Yes	Authority pays for services it actually uses rather than investment in static infrastructure; Greater flexible to scale services on demand; Reduced cost of licensing and infrastructure to support the applications; Ability to exploit the wider Google applications portfolio	Builds on existing track record of implementing Google products in local government and creates efficiencies in support	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-113	IS Service	Throughout the Service Period the Service Provider will manage the day to day performance of all IT third party service providers ensuring that Service Performance Levels are met, contracts are fulfilled and renewals or replacements are managed in a timely way as set out in Schedule 2, Service Delivery Plans IS.	Certain	None	IS method statement; Procurement method statement	Throughout the Service Period	Yes	Authority benefits from Service Providers broad experience and capability in managing IT service providers and contract management through procurement specialists	Leverage wider buying power across common suppliers to deliver Procurement savings and operational savings guarantees; Economies of scale with supplier management teams	C. Service delivery Compliant, high quality service delivery	None
T3-114	IS Service	The Service Provider will, on or before 5 months following the Service Transfer Date implement a new IS Service Desk where all IT requests and requirements will be met in line with ITIL best practice processes as set out in Schedule 2 and the Service Performance Levels laid out in Schedule 4.	Certain	None	IS method statement; FTE savings on service desk operation	On or before 5 months following the Service Transfer Date	Yes	Improved resolution of incidents for users; Better risk management; Greater first contact resolution as a result of exploiting the wider Service Provider knowledgebase	MI and solutions will inform wider knowledge base across Service Provider service desks	B. New relationship with citizens High and measured customer satisfaction C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-115	IS Service	The Service Provider will, on or before 12 months following the Service Transfer Date reduce the average number of IS incidents logged per Authority user to 7 or less per annum as a result of improved IT services, availability and improved monitoring and fixes as set out in Schedule 2, Service Delivery Plans, IS Service.	Certain	None	IS method statement; Reduced FTE within operation due to reduced volumes	On or before 12 months following the Service Transfer Date	Yes	Less incidents due to more reliable and resilient and effectively managed infrastructure	Reduced staff requirements incorporated into the price	B. New relationship with citizens High and measured customer satisfaction C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-116	IS Service	The Service Provider will from the Service Transfer Date provide a Members service ensuring that they have the tools and support to help them do their jobs as set out in Schedule 2, Service Delivery Plans, IS Service.	Certain	None	IS method statement; Remote out of hours management from Service Desk	from Service Transfer Date	Yes	Members are better able to support constituents as a result of being more mobile and flexible and better able to access data	Reputational benefits through delivery of excellent services to Members	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Compliant, high quality service delivery	None
T3-117	IS Service	The Service Provider will , on or before 6 months following the Service Transfer Date develop an ICT strategy roadmap that reflects the Authority's future vision for services and the planned IT developments or Special Projects that will be required to support the Authority's requirements on the basis set out in the Schedule 2, IS Service Delivery Plan.	Certain	None	IS method statement; Technical Architect FTE	On or before 6 months following the Service Transfer Date	Yes	Authority has a cohesive view of its applications and infrastructure that is fit for purpose and supports ongoing strategy and outcomes	Service provider can align resources, innovations and service plans to the Authority's ongoing requirements	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Compliant, high quality service delivery	None
T3-118	IS Service	The Service Provider will, on or before 5 months following the Service Transfer Date achieve alignment to ITIL version 3 IS processes and procedures within the IS Service operation as set out in Schedule 2, Service Delivery Plans, IS Service.	Certain	None	IS method statement; Service Architect FTE; Business Process Analysts to develop process and tools on service desk	On or before 5 months following the Service Transfer Date	Yes	Professional IT service delivering to industry standards; Minimising risk of service disruption to Authority users	Aligns to best proactive in use across the Service Provider network allowing cross fertilisation of knowledge and learning	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-119	IS Service	The Service Provider will, on or before 12 months following the Service Transfer Date implement a comprehensive Information Security Management System (ISMS) to help protect the Authority's IT Services, data and employees from Security breaches as set out in Schedule 2, Service Delivery Plans, IS Service.	Certain	None	IS method statement; Investment in Security FTE and CLAS consultants; Penetration testing	On or before 12 months following the Service Transfer Date	Yes	Robust services and protection from fines from the Data Protection Commissioner as a result of data security breaches	Reputational benefits through delivery of excellent secure services; Protection of ISO accreditations	C. Service delivery Compliant, high quality service delivery	None
T3-120	IS Service	The Service Provider will , on or before 6 months following the Service Transfer Date implement competency-based development programme for ICT staff to develop their IT skills and specialism's which will be included in their Personal Development Plans as set out in Schedule 2, Service Delivery Plans, IS Service.	Certain	None	IS method statements; Personal Development Plans for all staff; XX investment in transferring staff development; Academy support for transferring staff	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

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T3-121	IS Service	The Service Provider will, on or before 10 months following the Service Transfer Date implement local disaster recovery for Key applications with offsite disaster recovery being implemented at the Service Providers Data Centres on or before 12 months following the Service Transfer Date as set out in Schedule 2, Delivery Plans, IS Service.	Certain	None	IS method statement; XX investment in data centre migration; KPIs	On or before 10 months following the Service Transfer Date	Yes	Protection of critical applications; Increased system availability; Secure data	Improved controls, management and economies of scale around infrastructure management and maintenance	C. Service delivery Compliant, high quality service delivery	None
T3-122	IS Service	The Service Provider will, on or before 10 months following the Service Transfer Date implement a Network refresh as laid out in Schedule 2, Delivery Plans, IS Service, to deliver improved availability and resilience.	Certain	None	IS method statement; XX investment in network infrastructure over term	On or before 10 months following the Service Transfer Date	Yes	Flexibility in respect of usage; Provides value for money through the utilisation of existing investment rather than wholesale replacement	Flexible infrastructure allows the Service Provider to respond to changing Authority requirements	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-123	IS Service	Throughout the Initial Term the IS Service will through the IS Business Partners work with the Authority Service heads to better understand their departmental priorities and undertake proactive problem management to reduce IS incidents and improved service availability as set out in Schedule 2, Service Delivery Plans, IS Service.	Certain	None	IS method statement	From Service Transfer Date	Yes	Delivery Units have a single interface into the IS service who can better understand their needs and future requirements	Business Partners champion Delivery Unit business needs and challenges into the partnership ensuring appropriate and timely solutions	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council C. Service delivery Compliant, high quality service delivery	None
T3-124	IS Service	The Service Provider will be subject to a Price Performance mechanism based on KPIs and has committed to achieve an improvement in Customer Satisfaction levels based on CIPFA user satisfaction ratings, improving annually until it becomes and sustains upper quartile performance as set out in Schedule 4. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPI	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority can be confident that it will receive a professional and effective service that meets its users needs	The Service Provider will maintain it's reputation for professional HR Payroll Services and processes	A Meeting the Council's Strategic Objectives - High and measured customer satisfaction C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Current Baseline Performance will need to be confirmed prior to Contract start
T3-125	IS Service	The Service Provider will resolve 91% of operational incidents within agreed service levels set out in the IS Output specification on the basis as set out in Schedule 4 and Schedule 2 Service Delivery Plan IS Service. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPIs	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority can be confident that it will receive a professional and effective service that meets Customer needs and supports staff productivity	The Service Provider will maintain it's reputation for professional High quality Revenues and Benefits Service	A Meeting the Council's Strategic Objectives - High and measured customer satisfaction C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Current Baseline Performance will need to be confirmed prior to Contract start
T3-126	IS Service	The Service Provider will deliver Critical System Availability of 99.5% from the Service Transfer Date on the basis as set out in Schedule 4 and Schedule 2 Service Delivery Plan IS Service. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPIs	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority can be confident that it will receive a professional and effective service that meets Customer needs and supports staff productivity	The Service Provider will maintain it's reputation for professional High quality Revenues and Benefits Service	A Meeting the Council's Strategic Objectives - High and measured customer satisfaction C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Current Baseline Performance will need to be confirmed prior to Contract start
T3-127	IS Service	The Service Provider will deliver IS Services on an "as is" basis for 3 months from the DRS Service Transfer Date in line with the DRS NSCSO Service specification	Certain	None	Schedule 2, Service Delivery Plans, NSCSO DRS Services	From the DRS Service Transfer Date	Partially	The Authority achieves price certainty and knows that the NSCSO transition and transformation plans will not adversely effect the DRS providers plans and obligations avoiding additional risk and cost	The Service Provider is seen to be an effective and collaborative partner	C. Service Delivery - Services joined up with other public, private and third sector organisations D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	That the DRS provider complies with IS policies and guidelines That the DRS users remain on a Council networked site
T3-128	Estates Service	The Service Provider will, on or before 10 months following the Service Transfer Date provide a new integrated property management system showing all Authority Property Assets to deliver a 'single view of the asset' to intelligently inform strategic property decisions . as set out in Schedule 2, Service Delivery Plans, Estates.	Certain	None	Estates method statement; XX investment in property management system	On or before 10 months following the Service Transfer Date	Yes	Single integrated view of the Authority's estate allowing better alignment to its operations; Identify spare capacity within the portfolio which can be used to support the Eco-system and promote One Barnet	Informed property decisions; Effective and efficient use of the Authority's property; Maximise commercial estate income	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council C. Service delivery Compliant, high quality service delivery	None
T3-129	Estates Service	The Service Provider will, on or before 36 months following the Service Transfer Date develop and implement a Corporate Landlord Function responsible for the overall management and optimisation of the Authority's Property estate as set out in Schedule 2, Service Delivery Plans, Estates.	Aspirational	None	Estates method statement	On or before 36 months following the Service Transfer Date	Yes	Centralised control of repairs and maintenance on the Authority's portfolio; £4m estimated saving over the term; Increased compliance and reduced duplication of suppliers	Broader scope of service to allow better negotiation of contracts with the market; Simplified management of the Authority's estate	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	That the corporate landlord function will be centralised and delivered by the Service Provider; That the budgets relating to repairs and maintenance currently held by the Delivery Units will transfer to the Service Provider; The annual budget of £600k is validated
T3-130	Estates Service	The Service Provider will, on or before 36 months following the Service Transfer Date implement an internal property charging system to create a better understanding of the cost of premises by Authority Users and create an improved culture in relation to the utilisation of space as set out in Schedule 2, Service Delivery Plans, Estates.	Certain	None	Estates method statement	On or before 36 months following the Service Transfer Date	Yes	Maximise space utilisation and agile working across the Authority's estate	Simplified billing to Delivery Units; Supports agile working and underpins price reduction as a result of reduced property requirements	C. Service delivery Continuous and innovative improvement in service delivery D. Financial and Commercial Flexibility in the contract	None
T3-131	Estates Service	The Service Provider will, on or before 6 months following the Service Transfer Date develop and implement a stakeholder engagement programme within Barnet's public / 3rd sector organisations as set out in Schedule 2, Service Delivery Plans, Estates to ensure better utilisation of Authority and Community assets and a better rental income.	Certain	None	Estates method statement; XX investment agile working extension planning	On or before 6 months following the Service Transfer Date	Yes	Potential to offset cost to operate community portfolio; Increased capital receipts to invest in retained portfolio; Regeneration benefits within the Borough; Improved portfolio to strengthen community cohesion and support Eco-system. Supports the development of community groups as suppliers and key aspect of One Public Sector approach.	Potential for additional income through Special Projects; enables the Service Provider to sign-post service delivery to better equipped community organisations	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Compliant, high quality service delivery Services joined up with other public, private and third sector organisations	None
T3-132	Left intentionally blank										
T3-133	Estates Service	The Service Provider guarantees Commercial Property rent income with a gainshare arrangement for improvements as shown in Schedule 4	Certain	None	Schedule 4	Over the Initial Term	Yes	Reduced price; Contributes to Vibrant London Borough	Gainshare on over performance	D. Financial and Commercial Net financial benefit and payment profile including pace	None
T3-134	Estates Service	The Service Provider guarantees an expenditure reduction over the Initial Term from planned versus reactive maintenance spend on the Civic Estate buildings-where planned activities form less than 70% of the repairs and maintenance undertaken on the properties included in the baseline for the Service Provider's core services as shown in the Financial Model in Schedule 4.	Certain	None	Estates method statement Schedule 4	Over the Initial Term	Yes	Reduces reactive expenditure and allows cost effective proactive maintenance and budget certainty	Increased buildings condition standard; Budget certainty; Underpins the savings on Repairs and Maintenance budgets already within price	D. Financial and Commercial Net financial benefit and payment profile including pace Price performance mechanism	None

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T3-135	Estates Service	The Service Provider guarantees a reduction in energy consumption over the Initial Term across the Authority's Civic Estate as shown in the Financial Model in Schedule 4.	Certain	None	Schedule 4	Over the Initial Term	Yes	The Authority will receive the benefit of a reduced energy consumption	The Service Provider will maintain it's reputation for professional High quality Estates Service	C. Service Delivery - Continuous and innovative improvement in service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	Current Baseline Performance is assumed to be 440kWh/m2 at Contract Start That Council staff are encouraged to comply with policies, communications and culture change programmes
T3-136	Estates Service	The Service Provider will from the Service Transfer Date enforce the Authority safety policy contained in Schedule 22, Authority Policies in relation to Fire Management when undertaking all building modifications.	Certain	None	Estates method statement	Over the Initial Term	Yes	Certainty of compliance with Authority policies; Safe buildings	Increased compliance of the estate	C. Service delivery Compliant, high quality service delivery	None
T3-137	Estates Service	The Service Provider will from the Service Transfer Date undertake the statutory Testing and inspections and provide certificates which may be required by law, insurers or the Health & Safety Executive as set out in Schedule 2, Service Delivery Plans, Estates.	Certain	None	Estates method statement	Over the Initial Term	Yes	Demonstrable compliance with legislation	Safe and compliant estate	C. Service delivery Compliant, high quality service delivery	The Council will confirm that the buildings within the Civic Estate are fully compliant with all statutory compliance requirements at Service Transfer Date
T3-138	Estates Service	The Service Provider will, on or before month 6 of the Service Transfer Date bring its experience and relationships with some of the leading developers in the UK to identify opportunities for development schemes within Barnet. The Service Provider will provide this capability to the Authority, free of charge, for the development of Strategic Business Cases (SBCs) on the basis set out in Schedule 2, Service Delivery Plan, Estates	Certain	None	Estates method statement	On or before 6 months following the Service Transfer Date	Yes	Wider opportunities for development within the Borough; Supports Vibrant London Borough; Opportunity for increased income from capital receipts; Active promotion of Barnet by the Service Provider	Supports developer and client relationships; Opportunity for gainshare; Contributes to CSR ethos and outcomes	C. Service delivery Compliant, high quality service delivery Services joined up with other public, private and third sector organisations	None
T3-139	Estates	In addition to asset valuations the Service Provider will provide feasibility studies for development proposals, supplemented by additional expertise from within the Service Providers wider resource pool, as part of the core service and at no additional cost to the Authority.	Certain	None	Estates method statement pages 11, 23 and section 2.2.4 'Development Capability'	Throughout the Initial Term	Yes	Initial development of innovation at no risk to the Authority. Increased value of assets and improved regeneration of the Borough for feasibility studies taken to implementation. Support for the Councils One Barnet agenda.	Increased property development schemes for fee generation. Market reputation and opportunity to penetrate into other clients.	At least 5 feasibility studies generated per annum, averaged over the term	Feasibility studies that go to full business case will be exclusive into the partnership and subject to day rates submitted. IPR from feasibility study will remain Capita's. Development schemes resulting from the feasibility study will be managed by Capita
T3-140	Estates Service	The Service Provider will, on or before 24 month of the Service Transfer Date implement an energy strategy which will reduce energy consumption from within the civic estate leading to a saving which is reflected in the fixed price for the Core Services and seek to minimise the corporate energy expenditure, contributing to the Authority's carbon reduction programme through behavioural training, building optimisation, spend to save schemes and procurement on the basis set out in Schedule 2, Service Delivery Plan, Estates.	Certain	None	Estates method statement; XX reduction included within core price	On or before 24 months following the Service Transfer Date	Yes	Reduction in core price; Reduction in carbon footprint; Supports exemplar Council; Contributes to CSR ethos and outcomes	Underpins reduced contract price: Contributes to CSR ethos and outcomes	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Continuous and innovative improvement in service delivery D. Financial and Commercial Net financial benefit and payment profile including pace	None
T3-141	Estates Service	The Service Provider will, on or before month 6 of the Service Transfer Date Integrate the management of the investment estate asset portfolio into the Service Provider's London based commercial property management division, allowing the Service Provider to manage the estate with improved commercialism whilst retaining empathy and understanding of the Authority's non financial requirements from the commercial estate on the basis set out in Schedule 2, Service Delivery Plan, Estates	Certain	None	Estates method statement	On or before 6 months following the Service Transfer Date	Yes	Improved value driven from commercial property estate; Underpins One Barnet objectives	Gain insight into good practice within Barnet; Increases networking opportunities	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations	None
T3-142	Estates Service	The Service Provider will, on or before month 6 of the Service Transfer date integrated the Estates service into its UK wide Property Group; including all of its Local Authority Strategic Property Partnerships, who meet on a monthly basis to benchmark delivery, share best practice, develop innovation and manage the peaks and troughs of workload delivery through a shared resource model on the basis set out in Schedule 2, Service Delivery Plan, Estates .	Certain	None	Estates method statement	On or before 6 months following the Service Transfer Date	Yes	Access to best practice from within Service Provider network; Access to wider skills base to enhance services within Barnet	Economies of scale; Shared learning	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Services joined up with other public, private and third sector organisations	None
T3-143	Estates Service	The Service Provider will, on or before month 24 of the Service Transfer date gain accreditation of the Barnet Estates services into the BS ISO 9001, 14001, & 18001 Quality, Environmental and Health & Safety Management system on the basis set out in Schedule 2, Service Delivery Plan, Estates.	Certain	None	Estates method statement	On or before 24 months following the Service Transfer Date	Yes	Compliance and accreditation for estates service within Barnet; Enhanced governance of on-site operations	The Service Provider will maintain it's reputation for professional High quality Estates Service	C. Service delivery Compliant, high quality service delivery	None
T3-144	Estates Service	The Service Provider will, on or before month 6 of the Service Transfer date implement an Asset Management Group (AMG) across the Estates services on the basis set out in Schedule 2, Service Delivery Plan, Estates. The AMG will be responsible for the development of tactical and operational property and FM plans in response to the policy and strategy communicated via the Corporate Asset Management Plan, our Insight engine and, upon implementation, a new Corporate Landlord Function.	Certain	None	Estates method statement	On or before 6 months following the Service Transfer Date	Yes	Strategic view on the use of the Authority's assets; Increased opportunity to introduce joint projects e.g. F2F in school; Supports One Public Sector	Better control of operations within the estate; Better informed strategic decisions	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council C. Service delivery Compliant, high quality service delivery	The Council provides representatives to form part of the AMG

Unique Id	Services relates to	Service Provider Commitment	Certain/Aspirational	Related Risk	Underpinning Detail	Timescale	Included in core offer	Benefit to the Authority	Benefit to the Provider	Evaluation Criteria Reference	Related Assumptions/ Dependencies
T3-145	Estates Service	The Service Provider will, on or before month 6 of the Service Transfer Date, nominate a senior surveyor to work with each Authority department, liaising with departmental heads to gain insight into their future service requirements and co-design a departmental property plan that supports these future requirements. We will consolidate these plans within its Asset Management Group to inform the development of the overarching Asset Management Plan and future accommodation strategy on the basis set out in Schedule 2, Service Delivery Plan, Estates.	Certain	None	Estates method statement; XX investment in co-design; 4.3 FTE within dedicated insight team	On or before 6 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	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 for Authority and Service Provider. Will directly support the identification of projects aligned to delivering One Public Sector within Barnet based on citizen need such as shared customer contact, opportunities to share data and common infrastructure.	A. Meeting the Council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric Council C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-146	Estates Service	The Service Provider will, on or before month 3 of the Service Transfer Date, implement a helpdesk service within the Barnet Estates service, available between the hours of 8.00am and 5.30pm all working days on the basis set out in Schedule 2, Service Delivery Plan, Estates. Outside of these times, calls will be routed to our national support service, available 24/7 365 days per annum for emergency calls and other incidents.	Certain	None	Estates method statement	On or before 3 months following the Service Transfer Date	Yes	Supports efficient working for retained staff; Single point of contact for all property issues; Extended support arrangements	Supports efficiencies within management of operations; Allows development of meaningful MI on use of the estate	B. New relationship with citizens Maximising access and quality of experience C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-147	Estates Service	The Service Provider will, on or before month 6 of the Service Transfer date appoint one of the Transferring Staff into an 'Environmental Champion' role, working with the Authority's team to develop and implement environmental initiatives to reduce waste and improve recycling results on the basis set out in Schedule 2, Service Delivery Plan, Estates.	Certain	None	Estates method statement	On or before 6 months following the Service Transfer Date	Yes	Reduced carbon footprint; Reputational benefit; Associated reduction in waste removal costs	Contributes to CSR	A. Meeting the council's strategic objectives Effective HR practices and professional development C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-148	Estates Service	The Service Provider will, on or before month 6 of the Service Transfer Date refresh all of the current MFD's and print room devices with new machines, on the basis set out in Schedule 2, Service Delivery Plan, Estates.	Certain	None	Estates method statement; New MFD estate funded on a 'per click' basis	On or before 6 months following the Service Transfer Date	Yes	Effective and efficient MFD infrastructure; Cost effective replacement programme funded through usage charges	Reduced maintenance costs and certainty of support costs	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-149	Estates Service	The Service Provider will, on or before month 1 of the Service Transfer Date integrate the capital projects team within Corporate Programmes into the Estates team and will develop a specialist Schools Service within estates on the basis set out in Schedule 2, Service Delivery Plan, Estates.	Certain	None	Estates and Corporate Programmes method statements	On or before 1 months following the Service Transfer Date	Yes	Drives efficiency in operations and increases skills and capacity available to the Authority	Underpins reduced contract price	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
T3-150	Estates Service	The Service Provider will, on or before month 6 of the Service Transfer date develop a 5 year strategy paper addressing future school place requirements throughout the Borough and a Business plan for the future procurement and provision of new school places identified within the strategy on the basis set out in Schedule 2, Service Delivery Plan, Estates.	Certain	None	Estates method statement	On or before 6 months following the Service Transfer Date	Yes	Assists the Authority with planning for the challenge of additional school placements; Supports the corporate plan 2012/2013; Vibrant London Borough	Potential for capital projects income through design and project management; Supports more effective resource planning	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
T3-151	Estates Service	The Service Provider will support educational outcomes for children and will on the basis set out in Schedule 2, Service Delivery Plans, Estates by month 12 of the Service Transfer Date commence the implementation to: - Provide 300 days of workplace experience opportunities for Barnet schoolchildren within the Estates services - Support the Council in the development and delivery of career forums within the Borough - Deliver 10 Dragons Den style workshops across the secondary school sector - Deliver 10 energy and sustainability presentations per annum to the primary sector, aimed at creating a cascading programme of energy awareness from the school environment and through informed children into the households of Barnet	Certain	None	Estates method statement	On or before 12 months following the Service Transfer Date	Yes	Supports young people into employment; Promotes recycling within the Borough; Contributes to CSR ethos and outcomes	Contributes to CSR; Opportunity to engages with the users of the future	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time	None
T3-152	Left intentionally blank										
T3-153	Estates Service	The Service Provider will deliver 98% of the Property disposal income in line with the Annual target set for Income from Disposals from the Service Transfer Date on the basis as set out in Schedule 4. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPI	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority will receive the anticipated income from property disposals where it agreed that disposal will deliver value for money.	The Service Provider will maintain it's reputation for professional High quality Estates Services	A Meeting the Council's Strategic Objectives - Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	The target for Disposals Income will be agreed annually
T3-154	Estates Service	The Service Provider will put in place an Info exchange plan from Month 6 of the Initial Term to monitor, record and demonstrate statutory compliance for Council buildings that will satisfy the H&S executive in the event of an inspection that the Authority in progressing in a satisfactory way towards Compliance. This contributes to the KPI for property performance set out in Schedule 4. The Service Provider will pay service credits of increasing severity for the level of failure to comply with the KPI	Certain	None	Schedule 4 - the Service Provider has put XX of The Annual Service Charges at risk against achieving the target KPI and KPI improvements over the contract term	From the Service Transfer Date	Yes	The Authority progress towards compliant buildings in line with H&S Executive regulations through a comprehensive plan of prioritised actions	The Service Provider will maintain it's reputation for professional High quality Estates Services	C. Service Delivery - Compliant, high quality service delivery D. Financial & Commercial - Price performance mechanism, Ability to transfer risk	None
T3-155	Corporate Programmes	The Service Provider will, on or before 3 months following the Service Transfer Date implement a Portfolio Management Tool (Verto) that ensures that all Special Projects can be tracked, the correct approvals sought and the Authority has access to management information on the status, stage and benefits delivered by particular projects in line with Schedule 15, Special Projects. The Service Provider will provide a secure area within Verto for the Council to manage confidential projects within their portfolio.	Certain	None	Corporate Programmes method statement; XX investment in Verto implementation and licences	From month 3 following the Service Transfer Date	Yes	Single integration view of the Authorities portfolio of projects; Benefits management capability; Centralised document repository for project documentation	Centralised document repository for project documentation	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 Continuous and innovative improvement in service delivery	None

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T3-156	Corporate Programmes	The Service Provider will, on or before 3 months following the Service Transfer Date implement a benefits realisation and tracking methodology as set out in Schedule 2, Service Delivery Plans, Corporate Programmes that allows the Service Provider and Authority to understand the level of savings enabled and realised as a result of Special Projects and Procurement Projects and signed off by the Transformation and Benefits realisation Boards.	Certain	None	Corporate Programmes method statement; XX investment in Verto implementation and licences	From month 3 following the Service Transfer Date	Yes	Common approach to benefits tracking and progress against savings guarantee	Visibility and control of delivery of committed benefits	C. Service delivery Compliant, high quality service delivery D. Financial and Commercial Net financial benefit and payment profile including pace	None
T3-157	Traded Service	The Service Provider will , on or before 5 months following the Service Transfer Date appoint an Account Manager to each school that takes the Service Providers services to resolve issues and help to identify service offerings that will better meet the school's needs and budgets as set out in Schedule 2, Service Delivery Plans, Schools.	Certain	None	Schools method statement	From month 5 following the Service Transfer Date	Yes	Supported head teachers and improved customer satisfaction	Potential to grow traded services	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Services joined up with other public, private and third sector organisations	None
T3-158	Traded Service	The Service Provider will throughout the Initial Term Implement the co-design approach to better understand the services required by schools and re-design the current services to meet these requirements on the basis set out in Schedule 2, Service Delivery Plans, Schools.	Certain	None	Schools method statement; XX investment in co-design activity	Throughout the Initial Term	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	Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price.	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Services joined up with other public, private and third sector organisations	None
T3-159	Traded Service	The Service Provider will , on or before 9 months following the Service Transfer Date, develop and implement a Schools Portal to provide self service access to the schools services catalogue, service knowledgebase, request and incident recording on the basis set out in Schedule 2, Service Delivery Plans, Schools.	Certain	None	Schools method statement; XX in portals development; XX investment in co-design activity	From month 9 following the 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 staff without online access	Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price.	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
T3-160	Traded Service	The Service Provider will throughout the Initial Term develop the Business Partners through Personal Development Plans to ensure that they receive the appropriate coaching and mentoring to enable them to enhance their commercial and business skills on the basis set out in Schedule 2, Service Delivery Plans, Schools.	Certain	None	Schools method statement; Personal development plans for all staff; XX investment in training of transferring staff	Throughout the Initial Contract Term	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 partnership working and alignment with council's strategic objectives and values, now and over time Effective HR practices and professional development C. Service delivery Compliant, high quality service delivery	None
T3-161	Traded Service	The Service Provider will, on or before 12 months following the Service Transfer Date Offer the option to use an alternative to the existing standalone RM Finance system for schools on the basis set out in Schedule 2, Service Delivery Plans, Schools.	Certain	None	Schools method statement	From month 12 following the Service Transfer Date	Yes	Services designed to meet user needs; Improved customer satisfaction	Improved customer satisfaction	B. New relationship with citizens Maximising access and quality of experience C. Service delivery Continuous and innovative improvement in service delivery	None
T3-162	Traded Service	The Service Provider will, on or before 6 months following the Service Transfer Date establish an on-line schools catalogue, available through the Schools Portal, incorporating existing schools services and additional services available from the Service Provider on the basis set out in Schedule 2, Service Delivery Plans, Schools.	Certain	None	Schools method statement;	From month 6 following the Service Transfer Date	Yes	Automated access to requesting new services; Reduced operational costs due to channel shift; Improved customer satisfaction	Underpins reduced contract price for services	B. New relationship with citizens Maximising access and quality of experience C. Service delivery Continuous and innovative improvement in service delivery	None
T3-163	Traded Service	The Service Provider will, on or before 6 months following the Service Transfer Date Offer discounted charge rates for longer term contracting for annual standard and enhanced services as set out in Schedule 2, Service Delivery plans, Schools.	Certain	None	Schools method statement	On or before 6 months following the Service Transfer Date	Yes	Additional discounts for longer term service commitments; Improved value and customer satisfaction	Supports the growth of traded services	C. Service delivery Continuous and innovative improvement in service delivery D. Financial and Commercial Flexibility in the contract	None
T3-164	Traded Service	The Service Provider will throughout the Initial Term ensure that the services delivered to schools are delivered under to the Service Performance Levels set out in Schedule 4 Mechanism.	Certain	None	Schools method statement	From the Service Transfer Date	Yes	Consistent and high quality services; Improved customer satisfaction	Supports the growth of traded services	C. Service delivery Compliant, high quality service delivery D. Financial and Commercial Price performance mechanism	None
T3-165	Traded Service	The Service Provider will, on or before 12 months following the Service Transfer Date hold the first relationship management sessions with each school to review performance and discuss any issues or areas of improvement and thereafter meet each School on no less than an annual basis on the basis set out in Schedule 2, Service Delivery Plans, Schools.	Certain	None	Schools method statement	On or before 12 months following the Service Transfer Date	Yes	Services designed to meet user needs; Improved customer satisfaction	Improved customer satisfaction; Supports the growth of traded services	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time 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
T3-166	Traded Service	The Service Provider will, from Service Transfer Date nominate senior Service Provider staff who will be responsible for the Quality Assurance regime associated with schools services. on the basis set out in Schedule 2, Service Delivery Plans, Schools.	Certain	None	Schools method statement	Service Transfer Date	Yes	Consistent and high quality services; Improved customer satisfaction	Supports the growth of traded services	C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None

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T3-167	Traded Service	The Service Provider will, from for the Academic Year 2013-14, offer Schools a XX reduction on the 2011-12 Charges as laid out in the current Schools Catalogue for NSCSO services where the schools extend the term of their contracts with the Service Provider on the basis set out in Schedule 2, Service Delivery Plans, Schools.	Certain	None	Schools method statement	From the Service Transfer Date	Yes	Reduced prices for traded services; Improved customer satisfaction	Supports the retention and future growth of traded services	D. Financial and Commercial Net financial benefit and payment profile including pace Flexibility in the contract	None
T3-168	Traded Service	The Service Provider will, on or before 6 months following the Service Transfer, actively market the schools services across the schools in Barnet that do not currently take services from the Authority, including Independent Schools and Academies on the basis set out in Schedule 2, Service Delivery Plans, Schools.	Certain	None	Schools method statement	On or before 6 months following the Service Transfer Date	Yes	Consistent and high quality services; Improved customer satisfaction	Supports the growth of traded services	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
T3-169	Traded Service	The Service Provider will increase the income from traded services to schools and other organisations by 25% from the initial transferring baseline	Aspirational	None	Schools method statement	By year 5 following the Service Transfer Date	No	Consistent and high quality services; Improved customer satisfaction	Additional income from traded services; Reputational benefits as a result of growing traded services	D. Financial and Commercial Net financial benefit and payment profile including pace	None
T3-170	Corporate Programmes	The Service Provider will, on or before 3 months following the Service Transfer Date, integrate the Corporate Programmes staff that transfer to the Service Provider's relevant business.	Certain	None	Corporate Programmes and Estates method statements	On or before 3 months following the Service Transfer Date	Yes	Engaging key staff to motivate and retain them, supporting service continuity. Supporting the professional development of staff that transfer to the Service Provider	Retention and motivation of key staff.	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
T3-171	Corporate Programmes	The Service Provider will, on or before 6 months following the Service Transfer Date, undertake a Programme and Project Management (PPM) health check across the Partnership to establish opportunities to strengthen the joint NSCSO and Council's PPM environment	Certain	None	Transformation Director; Corporate Programmes method statement; Schedule 12 Partnership Governance;	On or before 6 months following the Service Transfer Date	Yes	Strengthened project and programme governance Greater buy in to change Clear leadership and accountability of change and ownership of the planned benefits	Will support effective change management and support the deliver of change to time, budget and quality. Will increase the likelihood of benefits being realised.	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
T3-172	Estates Service	The Service Provider will make a provision of £1,000,000 for dilapidation liabilities in relation to a future accommodation and property rationalisation programme. The Service Provider will provide a commercial dilapidation surveyor from our London based practice to negotiate and limit this liability for the Council by surveying the building at an early stage to assess costs, negotiate terms, agree financial levels and attend any arbitration meetings on behalf of the Council.	Certain	Additional money may be required from the Council to meet the total dilapidation liabilities	Estates Method Statement - Dilapidations	Upon exit from Council buildings	Yes	The management and provision of the Councils current dilapidations liability	Supports a successful rationalisation programme	Final dilapidations bill	The Council meet any additional costs in excess of £1m for dilapidation liabilities
T3-173	IS Service	The Service Provider will, on or before 12 months following the Service Transfer Date implement application portfolio management and effective, shared application management and support to reduce cost, improve service availability and reduce infrastructure demands as set out in Schedule 2, Service Delivery Plans, IS Service.	Certain	None	IS method statement; Investment in ITIL based delivery model; Application roadmap; Service Architect FTE.	On or before 12 months following the Service Transfer Date	Yes	Robust applications services and design principles to ensure the Authority can be confident in its application roadmap and support costs	Reputational benefits through delivery of excellent portfolio services;	C. Service delivery Compliant, high quality service delivery	None
T3-174	IS Service	The Service Provider will, on or before 12 months following the Service Transfer Date make the Chippenham based Service Desk available for users to log incidents and Service requests 24x7x365.	Certain	None	IS method statement; Service desk operational hours	On or before 12 months following the Service Transfer Date	Yes	Improved resolution of incidents for users; Better risk management; Greater user satisfaction; Improved use of self service	MI and solutions will inform wider knowledge base across Service Provider service desks for trend analysis and better shared service resource utilisation	B. New relationship with citizens High and measured customer satisfaction C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-175	IS Service	The Service Provider will, on or before 12 months following the Service Transfer Date implement a Members Out of Hours support service (OOH) as set out in Schedule 2, Service Delivery Plan, IS Service	Certain	None	IS method statement; Service desk operational hours	On or before 12 months following the Service Transfer Date	Yes	Improved resolution of incidents for Elected Members Better risk management; Greater user satisfaction; Improved use of self service	MI and solutions will inform wider knowledge base across Service Provider service desks for trend analysis and better shared service resource utilisation	B. New relationship with citizens High and measured customer satisfaction C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery	None
T3-176	IS Service	The Service Provider will on or before the Service Transfer Date be responsible for scoping and commissioning external penetration tests of the live services as set out in Schedule 2, Service Delivery Plan, IS Service.	Certain	None	IS method statement; penetration Testing	On or before Service Transfer Date	Yes	Robust services and protection from fines from the Data Protection Commissioner as a result of data security breaches	Reputational benefits through delivery of excellent secure services; Protection of ISO accreditations	C. Service delivery Compliant, high quality service delivery	None
T3-177	IS Service	The Service Provider will on or before 9 months following the Service Transfer Date provide a technical solution which enables intelligent self-service through the intranet supported by our knowledge management tool, for logging and tracking incidents and service requests as set out in Schedule 2 Service Delivery Plan, IS Service.	Certain	None	IS Method Statement; £3m investment in Portals £1.2m investment in overall knowledge management; £300k investment in CMS £720k in co-design activity	On or before 9 months following the 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; Services tailored to fulfil multiple requirements through reduced contacts. .	Streamline service delivery and deal with multiple requests reducing customer contacts	C. Service delivery Compliant, high quality service delivery	None
T3-178	IS Service	The Service Provider will, on or before 12 months following the Service Transfer Date implement an annual IT Health Check by an approved CREST or CHECK company as set out in Schedule 2 Service Delivery Plan, IS Service.	Certain	None	IS method statement; Investment in Security FTE and CLAS consultants; Penetration testing; Compliance	On or before 12 months following the Service Transfer Date	Yes	Robust services and protection from fines from the Data Protection Commissioner as a result of data security breaches	Reputational benefits through delivery of excellent secure services; Protection of ISO accreditations	C. Service delivery Compliant, high quality service delivery	None

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T3-179	Revenues and Benefits	The Service Provider will, on or before 9 months following the Service Transfer Date incorporate the service into its Innovation Management Centre to continually test new ways of working, new technologies and leverage exiting solutions implemented with other clients for the benefit of LBB, as set out in Schedule 2 Service Delivery Plan, Revenues and Benefits Service.	Certain	None	Revenues and benefits method statement; Technology Innovation	On or before 9 months following the Service Transfer Date	Yes	Improved business benefits and a focus on business objectives rather than just technology implementation	Reputational benefits through delivery of excellent innovative services to multiple clients; Continually improving cost base	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 C. Service delivery Compliant, high quality service delivery	None
T3-180	All Services	The Service Provider will, on or before 6 months following the Service Transfer Date introduce a robust NSCSO Business Assurance framework to ensure the operation is running efficiently and effectively, on time and to quality and budget expectations. It will analyse performance information to identify opportunities for improvement in individual tasks and across end to end processes including those that extend beyond the NSCSO's boundary to other delivery partners.	Certain	None	Transformation method statement; Embedding Business Assurance into Service Delivery	On or before 6 months following the Service Transfer Date	Yes	Improved business benefits and working practices to drive service excellence across all delivery units	Reputational benefits through delivery of excellent, efficient and effective services	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 C. Service delivery Compliant, high quality service delivery	None
T3-181	IS Service	The Service Provider will, on an annual basis, work with the Authority to perform a comprehensive Business Impact Analysis including risk assessments of all systems and associated services and participate in joint annual exercises to test that BC/DR plans are robust, fit for purpose and comply with the Civil Contingencies Act 2004, as set out in Schedule 2, Delivery Plans, Transformation Method Statement.	Certain	None	IS method statement; XX investment in data centre migration; KPIs	On an annual basis following the Service Transfer Date	Yes	Protection of critical applications; Increased system availability; Secure data; Robust BC/DR plans	Improved controls, service availability and BC/DR plans	C. Service delivery Compliant, high quality service delivery	None
T3-182	Estates Service		Certain			2015 for Phase 1 and 2020 for Phase 2	Yes	Improved building condition of Barnet House to allow increased occupation and support the accommodation strategy and related financial guarantees	Facilitates the accommodation strategy in which over £20m of our overall guaranteed saving has been based upon. Improves the accommodation of Barnet House, allowing for flexible working area's to be installed to support the Agile Workplace Programme we will implement	Net financial benefit to the Council	We have assumed that the building and all floors will have suitable M&E systems, meets all current statutory compliance conditions including, Health, Safety, Fire and DDA requirements and has suitable facilities for the number of occupiers including lifts, bathrooms and staff welfare requirements. We have assumed that the furniture the Authority currently has in NLBP 4 will be suitable to transfer over to Barnet House and meet stakeholder requirements. We will use our best endeavours and professional expertise to ensure the £900K we have included within our core price is sufficient to carry out the works outlined above but would expect the Council to meet any additional costs that may occur during the project.
T3-183	Customer Services	The Service Provider will on or before Service Transfer Date provide a technical solution which enables knowledge management to support the Authority's information and advice offer for Adult Social Care and Health.	Certain	None	XX investment in Knowledge Management	On or before the 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; Services tailored to fulfil multiple requirements through reduced contacts. A key aspect of the necessary infrastructure to support One Public Sector In Barnet is in place that then drives interaction across Public Sector Bodies as they engage with the valuable data contained within the SVC.	Streamline service delivery and drives self service in line with volume reductions forecast	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	None
T3-184	Estates	The Service Provider has applied a reduction in the operating costs for Civic Estate Buildings relating to gas, electricity and water within the fixed Monthly Service Charges representing a 5% reduction in consumption based on current tariffs as set out in Schedule 4.	Certain	None	Schedule 4	From 24 months following the Service Transfer Date	Yes	Additional commercial income from external sources;	Additional commercial income from external sources;	D. Financial and Commercial Net financial benefit and payment profile including pace	The income baseline will be validated as part of a discovery exercise to produce an Agreed Income Baseline