

SCHOOL SERVICES

SERVICE DELIVERY

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1 VISION

1.1 OVERARCHING VISION

Our overarching service vision is one where Capita's support to Barnet extends beyond the NSCSO scope, enabling Barnet to be recognised as a Borough where the supply of services are owned by those who live and work here, and where citizens, staff, business and the community are aware of and participate in an environment of opportunity and success.

To achieve this we will enable citizens and customers to live in sustained and supported independence, as Insight allows people's individuality to be understood, recognised and reflected in getting the help they need, in the manner they need it and within the financial constraints they understand. Customers will become co-designers, shaping relevant and valued services as well as being willing partners in delivery, helping us to build on what already works in Barnet, working with existing organisations to improve their capacity, rather than creating our own. This allows us to provide the infrastructure to deliver a One Public Sector single solution through unified customer interaction and an integrated supply EcoSystem, extending beyond Council services to interaction with the wider public sector.

In the future the Council will be unique in the public sector, recognised as a business-led and truly customer-focussed organisation, all staff, suppliers and delivery partners feeling supported and informed as they work to achieve their best for citizens - whether that be through continually improving existing services or helping to design new services to meet new emerging needs.

Delivering the Overarching Vision

As Barnet's trusted NSCSO service provider, we will deliver a step change in service delivery and customer experience so that interactions with Customers (be they Citizens, Barnet Businesses, Voluntary Organisations, Suppliers, Members or Council Employees) are valued and easy to complete. To do this, we have defined 3 key over-arching design objectives for the NSCSO:

- **Build Service Delivery Differently** – Create a new service delivery paradigm to change the customer relationship. Enable multi-channelled delivery and the ability to bundle services in ways that relate to and are valued by Customers and put them at the heart of service delivery
- **Manage Service Delivery Differently** – Transform the way Customers interact with our services (and the Council) by transferring control to them. A new level of transparency, rapid process improvements and built-in deeper levels of Insight are inherent in this approach
- **Maximize Efficiencies Differently** – Changing the way Customers interact will impact how services can and should be delivered. Changes will be co-designed with users of the services; focussed on their needs and supported by tools and technology platforms enabling transformation and continual improvement.

Our objective is to offer high quality and relevant services. We will provide effective, engaging and personalised services at every touch point. To achieve this, we will promote a shift from the typically supply dominated "Push" approach to service

design and delivery to a Customer Orientated “Pull” approach, which is time and location independent, personalised and contextual.

We will use the intelligence gathered through co-design and our on-going management of processes and operations to create dynamic and personalised service delivery for all customer groups. This rich understanding of Customers drawn from behavioural analysis, and combined with our experience and Barnet specific Insight, will enable us to identify and understand patterns of Customer behaviour and will be embodied as Single Customer View.

Service Delivery Model

We will establish a robust Service Delivery Model which enables certainty of delivery and performance, partnership flexibility (commercially and operationally), with investment in infrastructure and capability to support achievement of the Council's outcomes. All Customer groups, internal and external, will interact through the same service delivery model structure, as shown in the diagram below:

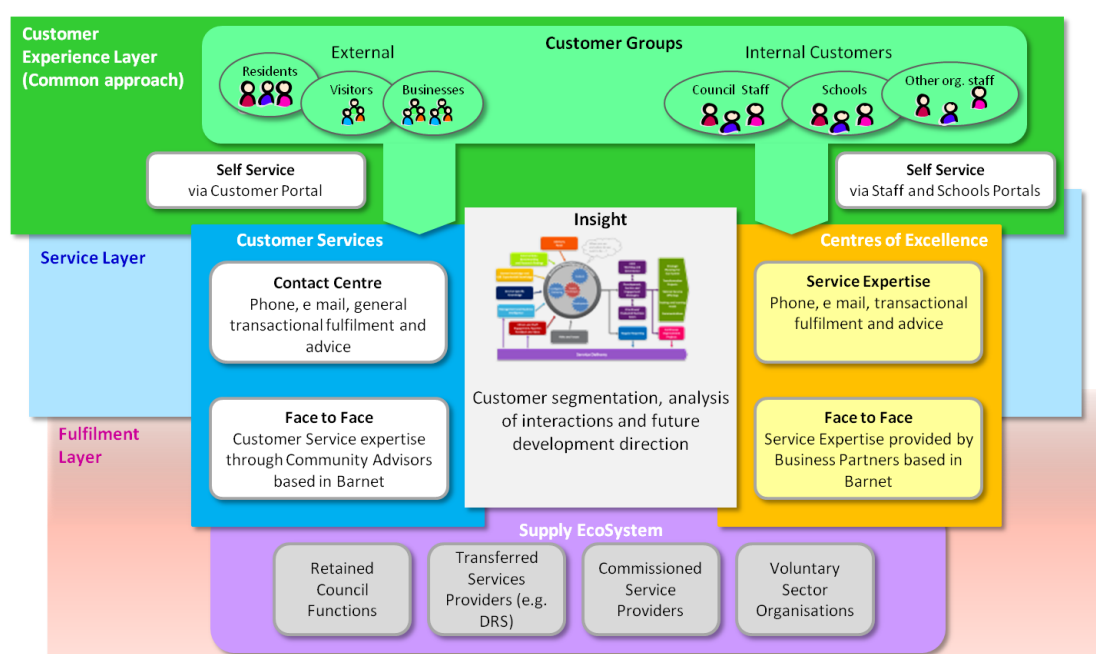


Figure 1 - NSCSO Service Delivery Model

We will invest in and deploy **technology and repeatable strategies** that shift the focus from merely surfacing the service offerings, to providing a single window to bundled services from ourselves, the Council and other providers where appropriate.

We will build our service architecture using **flexible rapid service deployment frameworks**. These will enable us to carry out efficient transaction handling, irrespective of channel, and deliver an organisational change capability that enables us to respond effectively to the changing environment. They will also allow us to promote a culture of service excellence and improving delivery while at the same time lowering cost.

At the heart of our proposition is a drive for effectiveness and increased self-help and self-service. This will only be realised if the customer experience is excellent, the

services are relevant and execution is timely. To achieve these, we need to understand what our Customers want to do and design our services, and their constituent transactions, around those needs, ensuring we deliver effectively from beginning to end.

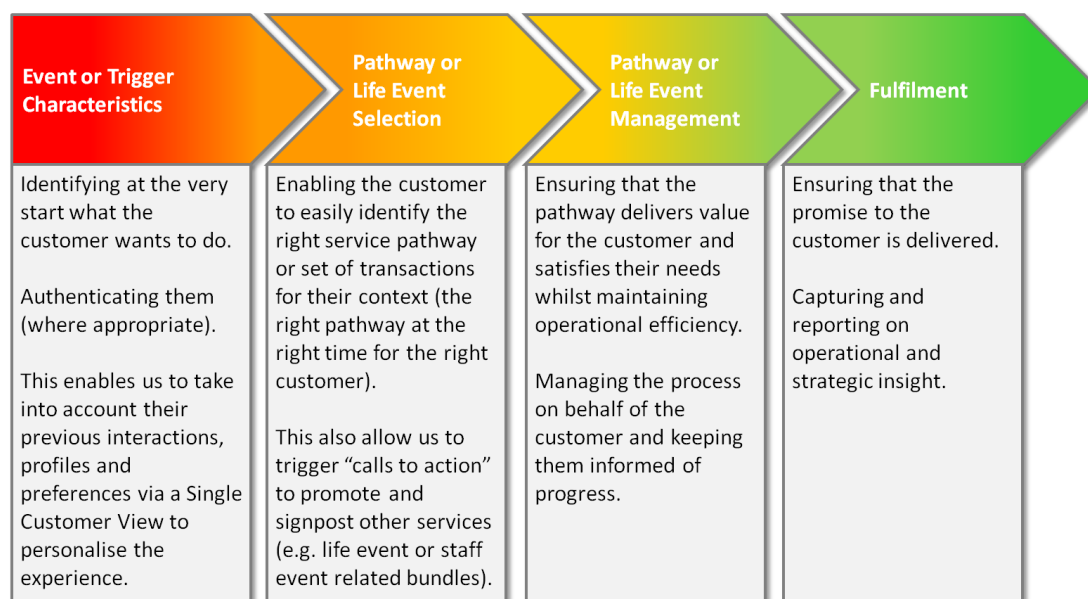


Figure 2 - Customer centric, effective end to end service delivery

This approach will make our services effective and our experience shows us that "efficiency" follows "effectiveness" – this is a fundamental element of our business ethos. We will deliver value by:

- **Building Delivery Capacity**, not just channels - through an integrated Service Delivery Model that is channel transparent
- **Building Delivery Capability**, not just Services - making things easy to do
- **Building Operations Competency** - delivering operational excellence, continual improvement, service alignment and business assurance.

Our overall vision, approach to services design and Service Delivery Model form the basis of the services we will deliver in relation to the schools in Barnet.

1.2 SCHOOLS VISION

Our vision is to create a vibrant market for schools service in Barnet, seeking to offer and deliver excellent service to the majority of schools located in Barnet, irrespective of education phase, schools type or funding source. We will deliver this initially to schools currently receiving services from the Council and encourage those schools not currently taking services to do so. We will develop the current content and number of services available through co-design with schools representatives to ensure that the services are compelling and meet the needs of the schools.

To achieve this, we will utilise the NSCSO Service Delivery Model:

Customer Experience Layer - We will make it easy for schools to contact us using self service via a Schools Portal, to searchable knowledge and the schools catalogue and by providing telephone support that treats school staff as valued customers.

Service Layer - We will provide ready access to Service Experts across the full range of services offered to schools, available locally for visits to schools and remotely to provide specialist expertise.

Fulfilment Layer - We will handle bulk processing (e.g. for payroll) in our Centres of Excellence, where schools can take advantage of economise of scale and service knowledge available. Where appropriate, we will also utilise the local Barnet supply EcoSystem to deliver services.

The current schools services we expect to deliver using this approach are:

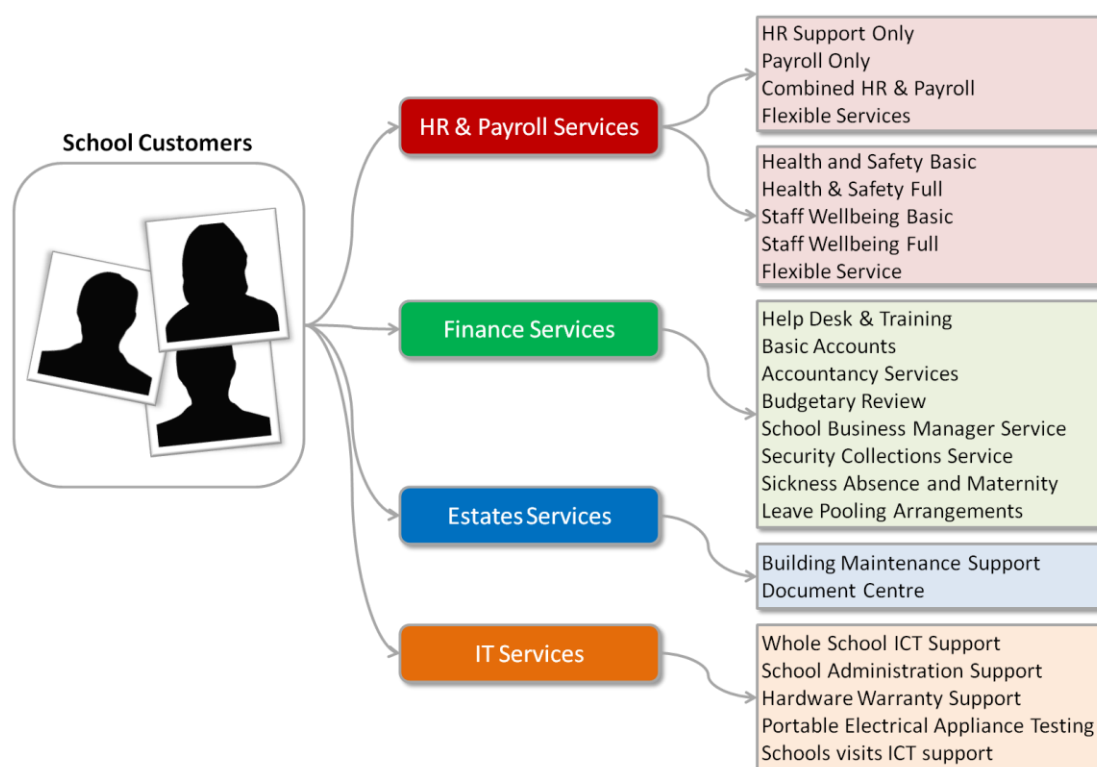


Figure 3 - Current Schools Services

1.3 DELIVERING FOR SCHOOLS

Capita has an extensive capability and track record of delivering our services into the education sector, which we have done for over 25 years. We are fully committed to improving outcomes for all children, young people and their families and fully understand and embrace the educational requirements and aspirations of Government, Local Authorities, schools and the local communities in which we work.

We have been actively involved in designing and constructing over 100 new school facilities, deliver HR and payroll services into over 1,200 schools and our ICT services are delivered into 22,000 schools across 152 Local Authorities. We deliver educational Finance, Exchequer and Property services within our Local Authority strategic partnerships (including maintaining over 1,000 schools) and other specialist

educational services throughout the UK, including school travel plans, road safety and casualty reduction programmes, environmental and sustainability services, landscape and urban design, teacher recruitment services, schools insurance and school security services.

We have a highly successful track record of partnership working with the Department for Children, Schools and Families (DCSF) under the last Government, The Department for Education under the new Government, Learning and skills Council (LSC) The Skills Funding Agency, Partnerships for Schools as was, The Education Funding Agency recently established to replace PFS and SFA and Building Schools for the Future (BSF). We are the leading consultants in the Academies Programme and provide advice on safety, crime issues, travel plans and school security. Our experts provide strategic advice and national policy guidance.

We believe that we provide the largest and broadest single source of services for today's schools and local authorities.

Our proposal for delivering Schools services to the London Borough of Barnet (LBB) builds on our expertise and has been designed to:

- Provide a high calibre, consistent and measured service
- Utilise innovative usable technology to support the services and change the way services are delivered and used
- Ensure schools continue to receive the services contained in the current Traded Services catalogue (2012-13) until additional, improved and alternative services are agreed and available
- Bring the benefit of our close working with Central Government on Educational matters to the table to ensure schools services in Barnet are aligned with future thinking.

Recent research carried out by Capita as part of our Education business has shown that the top three attributes of services that schools value are:

- Quality of Service
- Ability to Tailor services to meet individual school needs
- A One Stop Shop for services.

Our aim is to ensure that we deliver on these for schools in Barnet.

Our approach to achieving your requirements is to ensure that we maintain the service received by schools through the period of significant change within LBB and for the schools themselves, as many face the challenges of converting to Academies. At the same time, we will work with schools to develop new and compelling services that reflect the changes taking place.

In order to achieve this, we will deliver services via our NSCSO service delivery model of Self Help and Self Service, Contact Management, Processing and Service Specific Expertise, and Business Partners. Taking this approach will enable schools to benefit from:

▪ **Insight:**

- Provision of information and intelligence from our Insight Engine to identify future trends and develop appropriate strategies based on these
- Using our single view of the customer to understand the broader family context around the child
- Supporting behaviour change initiatives (e.g. around free school meals uptake and attendance)
- Targeted campaigns and data for schools improvement services and community involvement
- Links to our Advisory Panel, Barnardo's and Nutmeg

▪ **Co-design**

- Provides school representatives with an opportunity to participate in the design and configuration of the services they receive, so that they best meet their needs
- Draws on the aggregated input of other service users, within LBB and across Capita's partners, to deliver best-in-class services
- Contributes to tangible improvements in functionality and usability

▪ **EcoSystem:**

- Access to established delivery frameworks from suppliers, including capital programmes, staff, budgets and procurement activity
- Access to services delivered by local companies and community organisations, enabled and encouraged by our Barnet EcoSystem.

Full details of the operation of Insight, co-design and the EcoSystem are included in our Transformation Method Statement.

Schools will also have opportunities for engagement with community initiatives stimulated through the EcoSystem and Insight.

In this section, we describe key aspects of our service vision and our approach to achieving your objectives. In later sections we demonstrate how we will meet your requirements, providing greater detail against each service.

1.4 SERVICE DESIGN PRINCIPLES

We will encourage schools staff to undertake tasks using intuitive and useable self serve channels, providing a comprehensive second tier of telephone and face-to-face support for non standard, case management specific, matters or those where face-to-face contact is essential. We will use our programme of Schools co-design work to identify and map the key tasks Schools staff regularly undertake, and use that insight to redesign our channels, aligning or automating our back office transactional processes to fulfil those tasks across self-service channels.

Our NSCSO contact management approach will provide effective and efficient handling of contacts from all channels through to completion, utilising best of breed technology to seamlessly capture information, update all required systems and provide real time management information.

The use of locally based transferring staff to provide face-to-face contacts will ensure that the schools in Barnet receive a service that is tailored to and knowledgeable about their needs even at short notice. Schools will also have alternative and escalation routes when their nominated Business Partner/Account Manager is unavailable (e.g. due to holidays or sickness) to ensure that there will always be someone they can contact.

Staff providing the service to schools will become part of the wider Capita community of HR, Finance, Procurement, Estates and IT practitioners, so that they can share ideas and best practice with their peer group and undertake professional qualifications.

Innovation in the design of the Schools Services will be achieved by continually reviewing staff tasks and optimising the channel interfaces so that staff can complete them with ease. We will implement new and emerging technologies as appropriate, to enable this ongoing service improvement. These technologies will also provide efficient processing of incoming calls/emails and transactions, so reducing the number of process steps required. We will also bring best practice from across our other contracts which deliver services to schools.

We have experience of managing successful Insight-led continuous improvement programmes that draw on collective input and co-design, and will continually improve the services during the contract by refining our delivery model, improving technology and providing continuing development for those involved in service delivery across the in-scope services.

We recognise from dialogue that there is some apprehension from schools regarding the use of self service. To help alleviate this and encourage use of self service, we will:

- Ensure that the design of the access is simple to navigate
- Provide 'How to' guides
- Have Customer Service Advisors talk schools staff through accessing information via self service by phone
- Have Business Partners assist schools staff during visits.

1.5 KEY SCHOOLS DELIVERY ROLES

There are a number of key roles related to the delivering of each of the in scope services to schools in Barnet. These can be summarised in the diagram and are described in more detail below:

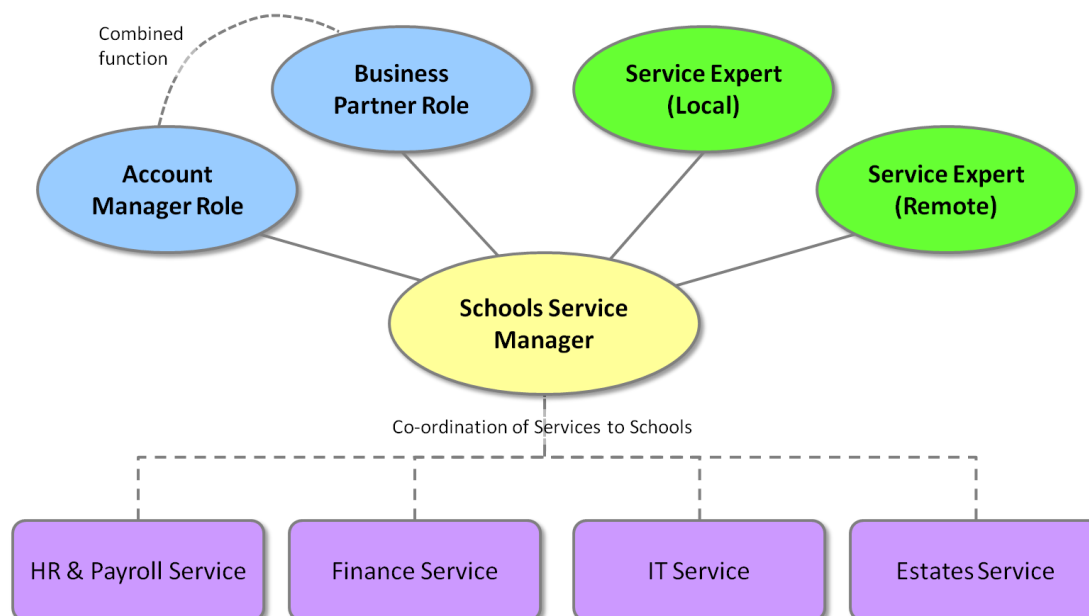


Figure 4 - Barnet Schools Service Roles

1.5.1 SCHOOLS SERVICE MANAGER

We will appoint a Schools Service Manager as part of the overall Capita management team to co-ordinate and manage the services delivered to schools and ensure that they deliver to expectations. The Schools Service Manager will also act as a point of escalation for schools in relation to any significant issues around delivery of services to schools.

1.5.2 ACCOUNT MANAGER ROLE

From our discussions with head teacher representatives, we recognise the importance that schools place on having access to recognised individuals. We are also intent on delivering the services to schools in a cohesive way, with responsibility for the delivery of multiple services to an individual school lying with one named person.

Our plan is therefore to appoint an **Account Manager to each school** that takes our services. The Account Manager will act as an advocate for the school within Capita, taking action to resolve issues where services are not delivering as intended and helping to identify service packages that will better meet the school's needs and budgets. They will therefore:

- Manage the relationship proactively
- Understand each school's objectives and ethos

- Understand each school's organisation structure, operations, challenges and service requirements
- Be empowered to make decisions
- Seek, track and maintain performance, success criteria and service requirements
- Identify and provide access to wider Capita expertise.

Key selection criteria we use for identifying Account Managers include relationship skills, problem solving ability, communication skills, gravitas and an understanding of the schools environment.

Account Managers will build relationships with key teaching and administrative staff in the school through face to face and telephone contact to ensure that the school's total service needs are being met in a satisfactory and consistent manner across the services being delivered. They will work together with the school to ensure services are geared to what the school needs as the result of:

- Co-design activity with service users from schools
- Involvement in Service Improvement Groups (which bring together stakeholders to identify opportunities for service improvement and share experiences)
- Bringing best practice from a wide portfolio of school-specific services, support and skills across Capita
- Linking to wider School Forums and Capita Schools Network
- Supporting the movement to the new NSCSO operating model.

1.5.3 BUSINESS PARTNER ROLE

Locally based Schools Business Partners (initially those currently providing services to schools that transfer to Capita) will remain close to their business areas within schools to provide face to face support and guidance, management of the most complex and high risk cases and liaison with other bodies, such as Trade Unions. We will assess their professional ability to deliver the Business Partner role and develop into the Account Management role (for example, in a Finance Business Partner, we will expect them to have either a professional accounting qualification or to be qualified by experience). Following that, we will invest in the development of the Business Partners, providing coaching and mentoring to enable them to enhance their commercial and business skills and to take responsibility for the Account Management role described earlier.

We expect Business Partners to have significant involvement with the Insight delivery function, using management information from all aspects of in-scope services to develop the services provided. The Business Partners will be key to effective stakeholder management, becoming the 'eyes and ears' of each service. They will help to understand staff and senior management perception of the service delivery and then work closely with Service Experts and the Capita managers providing schools services to continually target areas for improvement.

Business Partners will be accessible to schools directly by phone, with alternatives provided where they are unavailable and with escalation routes where appropriate, including the Schools Service Manager. With the changes of the use of Council Property, we anticipate that some Business Partners will be home-based (though not home-bound). We will ensure that access to them is the equivalent to them working in an office.

Business Partners will also be available to support out-of-hours schools activities, such as attendance at Governors' meetings when consulting on new policies and procedures and/or where Governors need support through performance management issues.

1.5.4 SERVICE EXPERT ROLE

Case and policy management will be undertaken by Service Experts from across Capita and local Service Experts (initially those currently providing services to schools that transfer to Capita) to ensure that legislation, strategic plans and objectives are cohesively managed. Business Assurance and Control will also be undertaken by Service Experts (also known as Subject Matter Experts, or SMEs).

Posts dealing with HR administration and payroll functions and first line queries (included as part of the HR workstream) will be relocated, as will ICT posts handling help desk functions. All other staff involved in serving schools will remain in Barnet.

The local Service Experts that transfer to Capita will receive training and development to help them deliver the services more effectively and will establish and develop links with other Service Experts from across Capita.

These individuals will liaise with schools on a day-to-day basis, as required by the service levels for the services purchased, providing them with strategic advice, policy guidance, briefing papers etc. When an issue has necessitated investigation and a case is created, the head teacher, senior manager or staff member who raised the issue will be able to directly contact the relevant Service Expert by telephone, email and, where appropriate, personal contact.

Our case management technology solution will enable Service Experts to record all stages of case, with easy interrogation of data. The management information generated will be used to proactively identify trends and hot spots and define actions to address them. It will also feed into the Insight Engine to inform future learning and service development.

Staff serving schools in Barnet will have access to the Barnet Schools specific knowledge base that will be developed for the Schools Portal (see below). Our proposed Schools Service Manager will also put in place mechanisms to ensure those staff on the ground in Barnet provide regular feedback and intelligence on what is happening in schools in the Borough to staff who are not located in Barnet itself. All processes will be mapped as part of the knowledge base to ensure that all activity reflects Barnet requirements and practice. These will be managed through the Business Process Management system, which will ensure compliance. There will also be a comprehensive induction programme for all staff delivering services to Barnet Schools, which will include orientation in policies, systems, procedures and practices as well as understanding service requirements and standards.

Demonstrating understanding of customer requirements is one of the core Capita competencies and we will ensure that this forms part of the individual and service review process. Finally, we will ascertain through customer feedback and Insight where any lack of understanding needs to be addressed.

1.6 CONTACT CHANNELS AND PROCESSING

1.6.1 SELF HELP AND SELF SERVICE

Our plan during transition and transformation is to implement our co-design approach (see 2.4 for more details) to better understand the services required by schools and re-design the current services to meet these requirements. This will influence our creation of Self Help and Self Service so that it logically becomes the first place for schools to gain information about all the services available from Capita.

Self Help and Self Service will be delivered by means of a Schools Portal, developed in conjunction with Capita's proposed NSCSO Self Service Portal (described in more detail in the Transformation Method Statement) during transformation. Users will have access to a 'Home Page' created with a simple design and intuitive options to request services or view information. Head teachers and senior staff will be able to approve requests, view information about their staff and performance and run reports. As the portal will be co-designed with representative users and our experienced user interfaces designers, we anticipate that there will be little or no requirement to provide training for school users, though we will provide this if required.

The portal will initially incorporate a catalogue of the transferring services included in the current Traded Services catalogue, with simplified access and searching and the ability to order services directly from the portal. The catalogue will be enhanced in due course to include additional Capita provided services and, if appropriate, services provided to schools by the Council delivery units and other providers. A mock up of how the portal might look is shown below:

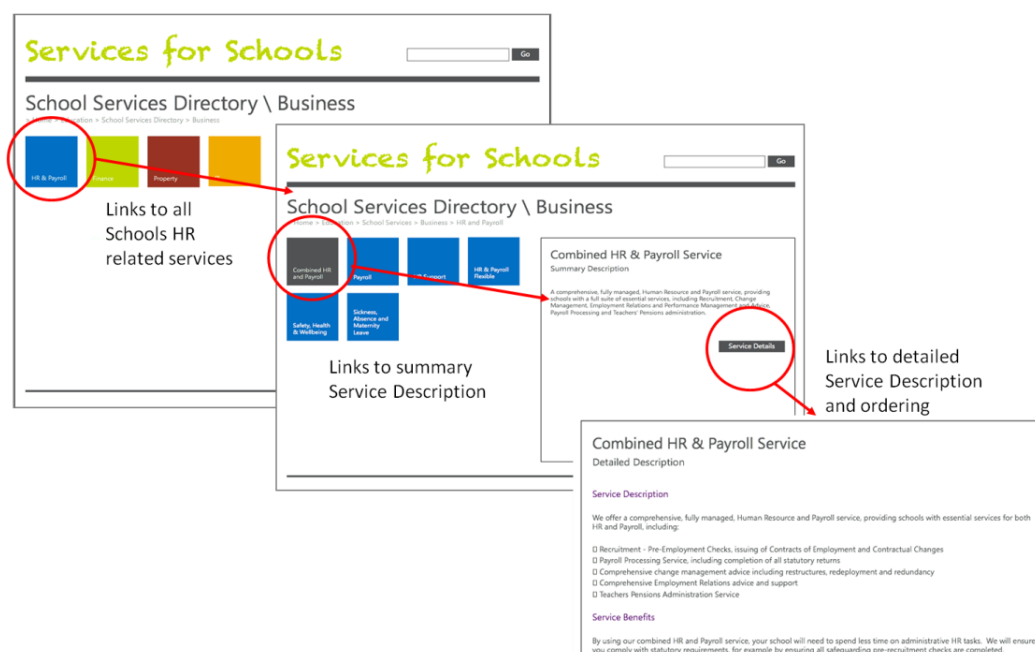


Figure 5 - Schools Portal

The portal will include access to self help and self service across all the NSCSO service areas - HR & Payroll, Finance & Procurement, Estates and IT, providing access to the underlying technologies that support Self Help and Self Service in our NSCSO technology layer, such as the intelligent search facility that uses natural language, case management workflow and e-forms.

For employment relations issues, we will develop online functionality to enable head teachers and senior staff to undertake an initial assessment of the support required, based on jointly agreed parameters (e.g. impact/profile of case, experience of the staff member, etc.).

The business rules behind this triage approach will flag when there is a need to contact a service expert (e.g. for a complex HR issue). At the point of contact, the service expert will log the case in our Contact Management System and will retain ownership for that case to resolution. Based on the triage process, the case will be supported remotely (telephone coaching) or, where there is an assessment of sufficient risk or LBB policy requires, face-to-face.

We will develop a supporting knowledge base of plain English content to ensure Barnet schools specific information is accessible to users, with links to appropriate online training materials and easy to search functionality.

Changing the way employees access their services by directing them to Self Help and Self Service will enable a reduction of overheads and facilitate reduced charges for services over time, whilst providing schools staff and senior management with an effective and accessible service available on-line 24 hours a day, seven days a week.

1.6.2 TELEPHONE CONTACT

We recognise the importance of providing access to staff with both an understanding of the specific needs of schools and knowledge of each service area. In order to achieve this, we will provide all schools in Barnet that contract for services with a specific number to call for general queries related to each service area.

The Schools Advisors responding to these calls will be based in our service Centres of Excellence. They will have knowledge of the schools environment as well as the specific service (HR, Finance, IT, Estates) and the capability to answer many questions at the initial point of contact. This means that if a member of staff or senior manager needs guidance or help on a complex or non-standard issue, they can speak with a Schools Advisor, either by phone or email. Requests for service made via the Schools Portal will workflow to Schools Advisors for initial response.

Although Schools Advisors will not be co-located, we will ensure that they operate as a single, virtual Schools Team, providing training to ensure consistent quality of response and providing opportunities for them to communicate and meet regularly with each other and with schools representatives to discuss common issues, resolutions and development of the services provided.

Using our Contact Management System to support Schools Advisors will enable us to effectively manage all incoming emails, calls and e-service requests. Incoming contacts will be acknowledged, prioritised and managed within defined timeframes - this means that staff will understand when their question will be responded to, giving them confidence that it has not been 'lost in the system'. Workflow will be used to

inform staff of progress where we are unable to resolve queries at the first point of contact.

By ensuring all calls are handed by a Schools Advisor with appropriate skills and knowledge, we expect to achieve a significant increase in the number of calls resolved at first contact and reduce the number of repeat calls. To support this, advisors will have access to our Knowledge Management application (described in more detail in the Transformation Method Statement) to quickly access the correct responses to issues raised.

1.6.3 CENTRES OF EXCELLENCE

Services which are highly transactional, such as Payroll, Pay and Data or Pensions will be managed within our Centres of Excellence, staffed by specialist service teams with extensive experience of providing these transactional services. They will focus on achieving required service measurement targets (KPIs and PIs), designing and implementing stringent controls and auditing procedures and identifying areas of process improvement, allowing schools staff to benefit from reduced process timescales.

Processing time and accuracy will be improved through the introduction of effective technology across the service areas, including the use of workflow to ensure process compliance and effective work allocation. This Business Process Management functionality will provide managers and team leaders with full visibility of what transactions need to be completed against performance measures.

1.7 SERVICE IMPACT

Our proposals will have a significant impact on how schools receive and interact with services.

Head Teachers, for example, will have direct access to their locally based Account Managers as their primary contact point with the Capita provided services. The Account Managers and Business Partners will be accessible to Head Teachers by phone or e-mail or at regular face to face meetings (see example 'Frank' journey below). Head Teachers will be able to escalate issues or matters relating to services delivered that have not been resolved satisfactorily to the Capita Schools Service Manager.

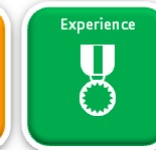
Once the front line and processing elements of the services have been re-located, Head Teachers or administrators will also be able to contact the re-located Capita services by phone and e-mail using published numbers (we anticipate that this will generally be for relatively minor matters, such as checking up on policies and procedures, to report or progress a problem or make a general enquiry). Head Teachers will also have access to the full range of information and services provided via the Schools Portal, which will provide rapid and easy 24x7 access to policies, procedures, frequently asked questions, etc.

We have developed some customer journeys that show how we anticipate those using our services will interact with them:

PERSONA	JOURNEY
Alan (Academy Finance Manager)	Pro-active approach to Building Maintenance and Energy Saving
Sophie (School Administrator)	Extended IT cover
Rebecca (Primary Head Teacher)	Co-design, Self Service and the Account Manager
Hugh (Primary School Bursar)	Finance Business Partnering
Louise (School Administrator)	Telephone Support leading to Channel Shift
Frank (Secondary Head Teacher)	Case Management, workflow and Business Partner/SME link

These are shown in the customer journeys overleaf.

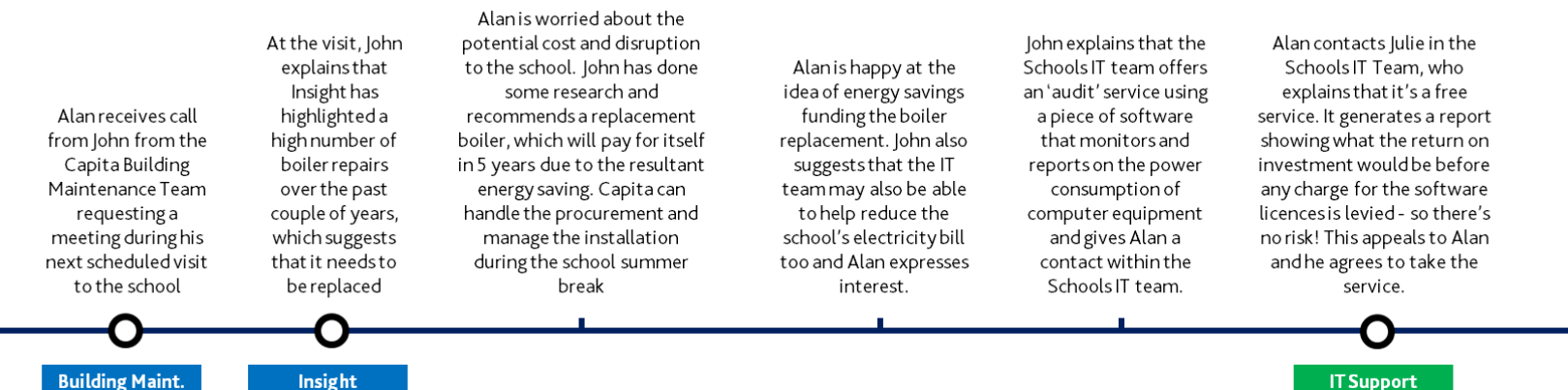
Alan Pro-active approach to Building Maintenance and Energy Saving



Alan's Situation

Alan is an experienced Finance Manager in an Academy in Barnet which takes the Capita provided Building Maintenance Service.

Experience




Moments of Truth

- ▶ Pro-active approach
- ▶ Positive solution offered
- ▶ Additional services available

Key Enablers


- ▶ Insight - identifies patterns
- ▶ Face to face contact
- ▶ Cross-service knowledge
- ▶ Schools knowledge




Sophie

Extended IT Cover


Services Access




Org. Position




Capability



Case Expertise



Experience



Sophie's Situation

Sophie is a School Administrator in a primary school in Barnet

Experience

Sophie is working late on some figures required by the headteacher first thing tomorrow when she starts to experience a problem with her pc.

She has no idea how to get it working properly again, and doesn't want to risk losing all the work she's already done by re-starting her machine to try solve the problem herself. It's well past the time the IT helpdesk is available, but she tries anyway and is surprised when her call is answered.

The advisor explains that although the official service finishes at 5pm, the desk is available until 10pm, though there is no service level guarantee after 5. Sophie is so relieved and explains her problem.

The advisor is able to identify the problem with Sophie's pc from her knowledgebase of known faults and to talk Sophie through a fix to resolve her problem. Sophie can now get her work completed on time.

IT Support

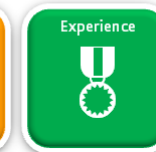
Moments of Truth

- ▶ Ready access to help, even out of hours
- ▶ Helpful, knowledgeable staff

Key Enablers

- ▶ Extended IT help desk availability
- ▶ Schools knowledge
- ▶ Expertise available from IT Advisor
- ▶ Supporting knowledgebase

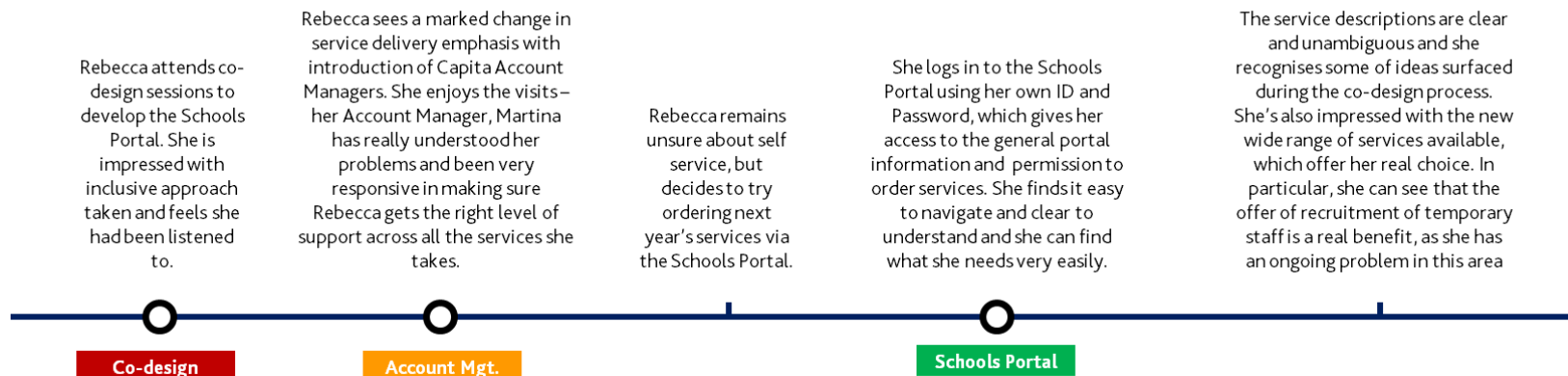
Rebecca Co-design, Self Service and the Account Manager



Rebecca's Situation

- Rebecca is a headteacher in a Primary School in Barnet. She has been sceptical about proposed changes in schools services before Capita took them over, particularly around co-design and the use of self service.

Experience




Moments of Truth


- ▶ Capita's understanding of schools
- ▶ Inclusivity through to co-design
- ▶ Account Manager support
- ▶ Self service ease of use
- ▶ Access to additional services


Key Enablers


- ▶ Co-design workshops
- ▶ Account management approach
- ▶ Self service access to Schools Portal
- ▶ Schools catalogue on-line
- ▶ On-line service ordering





Hugh

Services Access


Org. Position


Capability


Case Expertise


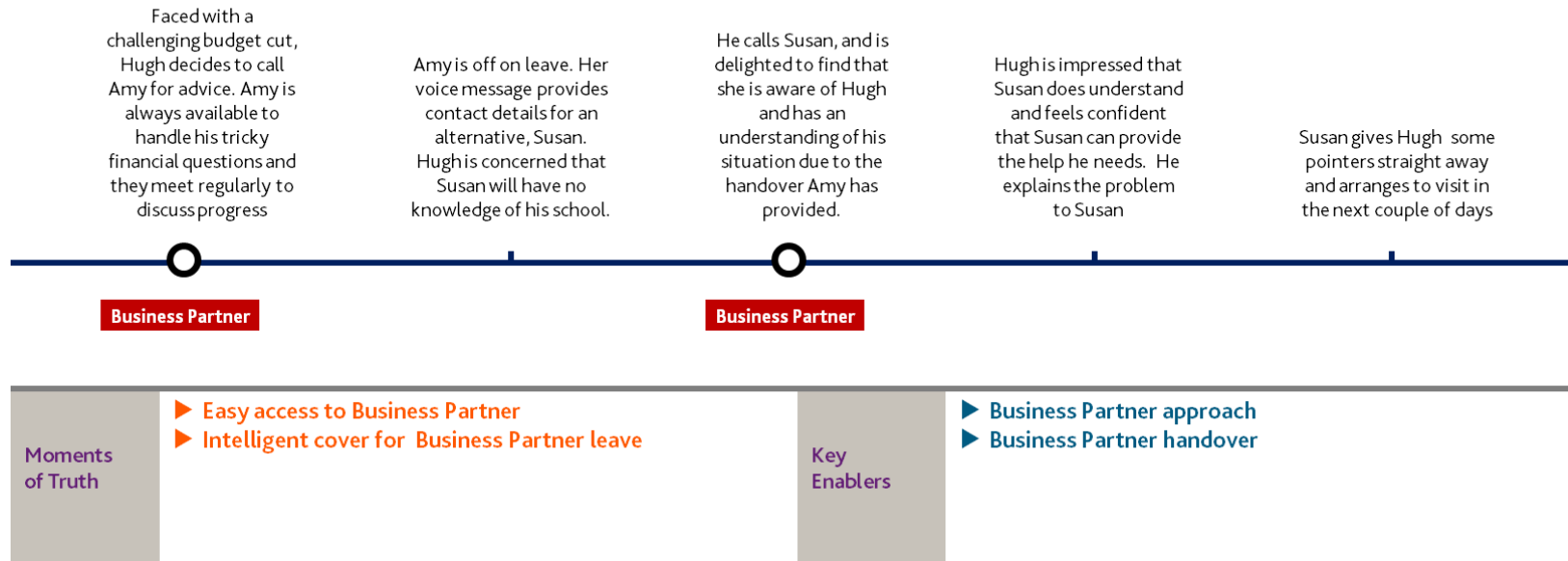
Experience


Finance Business Partnering

Hugh's Situation

Hugh is a Bursar at a Primary School in Barnet. He's has been very impressed since he came to the school a year ago at the level of service and support given to him by his Finance Business Partner, Amy. It's quite unlike his experience at his previous school in another Borough.

Experience





Louise

Telephone support leading to channel shift

Services Access



Org. Position



Capability



Case Expertise



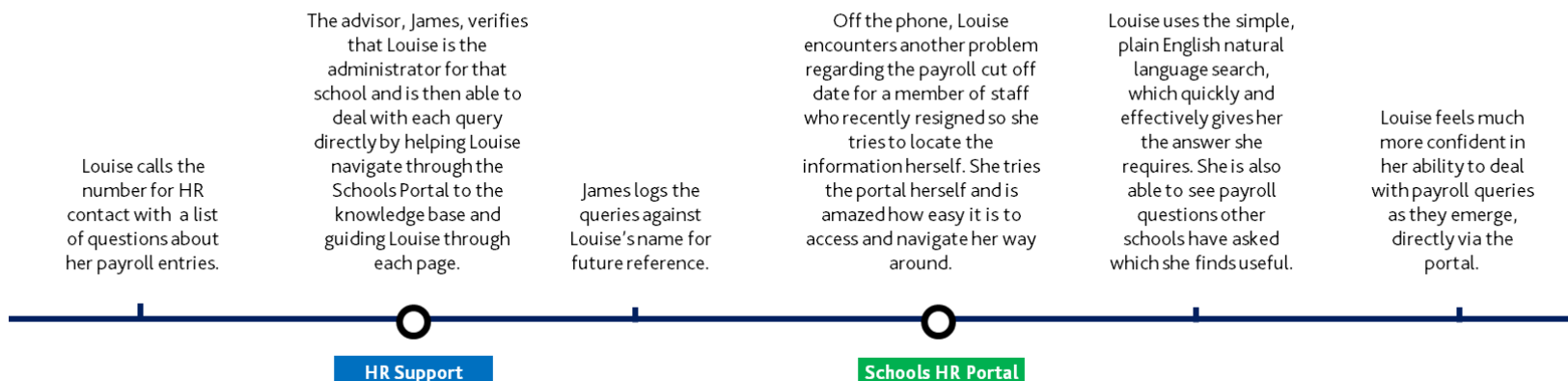
Experience



Louise's Situation

Louise is an Administrator in a Barnet Primary School. She is new to her role and a bit unsure about some aspects of payroll entry, as the person who normally does this is on maternity leave.

Experience

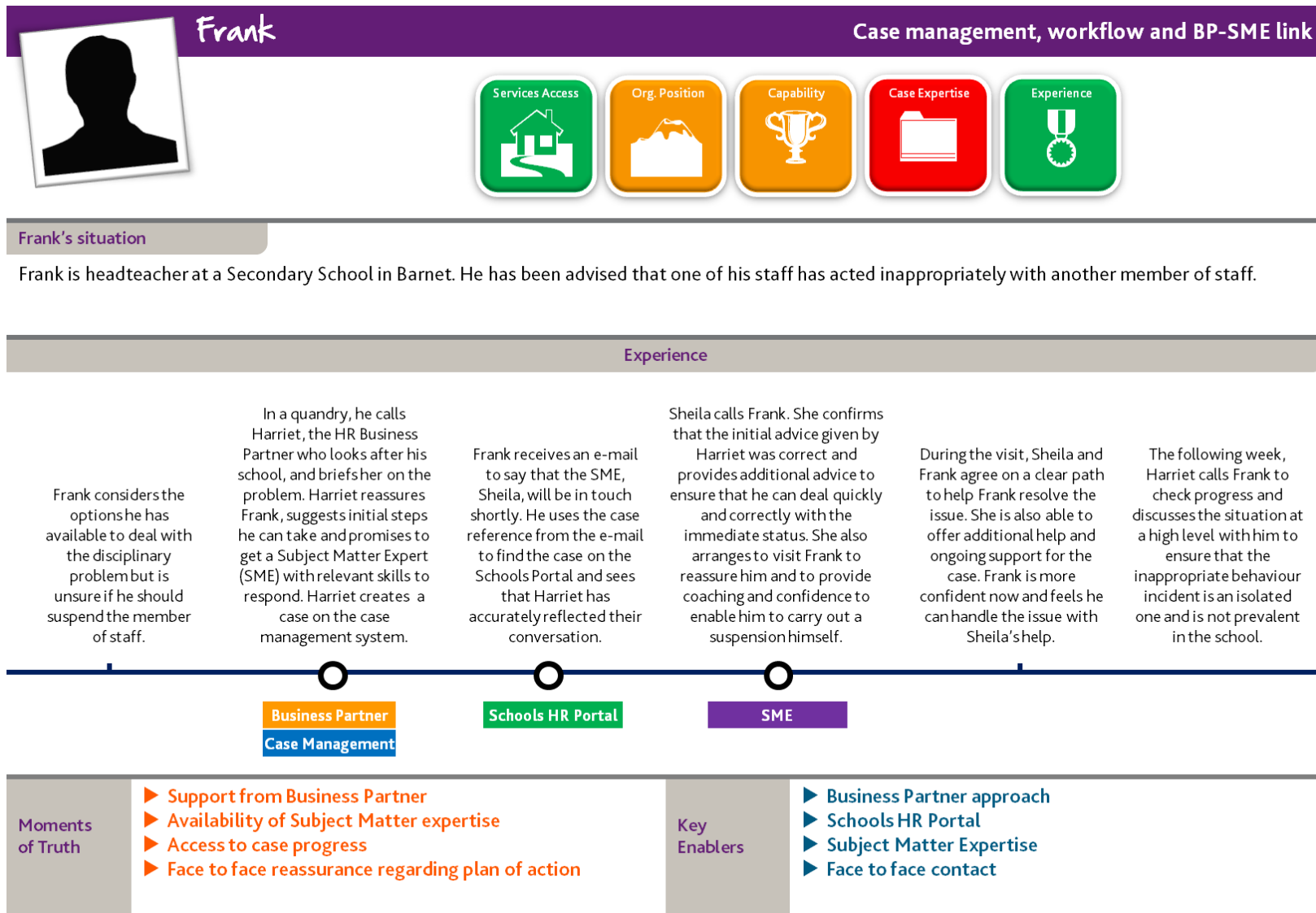


Moments of Truth

- ▶ Easy access to telephone service
- ▶ Supporting policy and procedures information on line
- ▶ Support to become self sufficient
- ▶ Portal simplicity and ease of use
- ▶ Depth of knowledge available

Key Enablers

- ▶ Contact management
- ▶ HR Support Advisor
- ▶ HR Solution
- ▶ Schools HR Portal with knowledgebase



2 DELIVERY OF SCHOOL SERVICES

Services to schools are currently delivered in accordance with the services specified in the Traded Services Catalogue 2012-2013.

The services that will transfer as part of the NSCSO contract are shown below:

SERVICE AREA	SERVICES AND BUNDLES
HR & Payroll	<p>HR and Payroll Services:</p> <ul style="list-style-type: none"> ▪ HR Support Only ▪ Payroll Only ▪ Combined HR & Payroll ▪ Flexible Services. <p>Safety, Health and Wellbeing Service:</p> <ul style="list-style-type: none"> ▪ Health and Safety Basic ▪ Health & Safety Full ▪ Staff Wellbeing Basic ▪ Staff Wellbeing Full ▪ Flexible Service
Finance	<p>Finance Service:</p> <ul style="list-style-type: none"> ▪ Help Desk & Training ▪ Basic Accounts ▪ Accountancy Services ▪ Budgetary Review ▪ School Business Manager Service. <p>Security Collections Service</p> <p>Sickness Absence and Maternity Leave Pooling Arrangements for School Staff (Financial Management of scheme)</p>
Estates	<p>Building Maintenance Support</p> <p>Document Centre</p>
IT	<p>IT Services:</p> <ul style="list-style-type: none"> ▪ Whole School ICT Support ▪ School Administration Support ▪ Hardware Warranty Support ▪ Portable Electrical Appliance Testing ▪ Schools visits ICT Support

We will continue to offer and deliver these services to schools as described in the Barnet Traded Services to Schools document 2012-13, thereby providing schools with continuity of service delivery. In parallel, we will work with a representative Schools Forum (or Forums), using co-design to develop the services to better meet

their needs. We plan to work with the Council to determine the structure and make up of the Forum/Forums following award of preferred supplier. As services are developed, schools will be given the opportunity to move to the new services, but will not be forced to do so during the term of their contract.

The services will be delivered as part of our proposals for NSCSO and there will therefore be some changes in the means by which they are delivered - these are described in this Method Statement.

Additional details specific to the services being delivered can be found in the Method Statements for the individual services, as shown below - in each Method Statement, the overall vision for the service is included in Section 1, with our responses to the requirements of the relevant Output Specification shown in Section 2:

- HR Services (includes Payroll and Health, Safety and Wellbeing)
- Finance
- Estates
- IT
- Customer Services (referenced to maintain the link with our corporate approach to customer contact and channel shift towards self help and self service).

There may be a change to elements of the solutions used by schools as a result of implementation of NSCSO. Any such new system will be accompanied by an implementation, integration, training and ongoing support service provided by Capita at no additional charge to schools designed to ensure seamless transition. Our co-design approach will allow us to pro-actively design our service offerings to take account of schools-specific concerns.

RM Finance Systems

At an early stage, we will look to offer a managed alternative to the existing stand-alone RM Finance systems (such as SIMS, or other commercially available solution) in use in the majority of schools in Barnet. This approach will enable many of the finance related tasks currently carried out by Business Partners on site at schools to be handled remotely, thereby allowing Business Partners to focus on delivering higher value elements of the service (such as advising on management of budgets). It will also remove the risks associated with having stand alone systems, enabling them to be regularly backed up and fully managed without involvement by staff on site.

Please note however, that we will continue to maintain and support current systems such as RM Integrus and RM Finance within the remit of our IS Service. Any changes to these will only be made where a school or group of schools sees a benefit in making a change due to the reduced cost, greater efficiency or improved functionality that an alternative system can provide.

2.1 SERVICE IMPROVEMENTS

In delivering the existing services, we will include improvements **at no additional cost** across the services. We are able to do this because of our scale, our approach

to contact management as part of NSCSO and the service levels that we normally offer as standard. Specific service improvements available for schools include:

▪ **HR and Payroll:**

- The HR/Payroll self-service functionality will be tailored to schools' requirements and the supporting knowledge base will be schools specific (e.g. information on schools contract T&Cs)
- Training and support will be provided to encourage users to take advantage of self-service options
- Improvement in face-to-face contact through the Business Partner and Account Management roles
- Schools will have ready access to Service Experts for case management where appropriate
- Consistent advice and guidance will be provided by Service Experts, based on best practice in education
- Service performance will be transparent and measurable to build confidence
- Service resilience and continuity of support will be assured, with access to a larger pool of expertise

▪ **Finance:**

- Streamlined and automated processes based on our experiences delivering similar services will be introduced to improve throughput and accuracy
- Improvement in face-to-face contact through the Business Partner and Account Management roles
- Volume processing will be handled within our Centres of Excellence as part of streamlining, thereby ensuring consistency and rapid turnaround
- Training and support will be provided to encourage users to take advantage of self-service options
- Additional resources and expertise from across other Capita contracts will be accessible.

Note that our proposal for off site processing of invoices in schools in our Centre of Excellence will be an option for schools, both in terms of those who are currently using the service and those that may wish to take up the service in the future. Where the processing of invoices is carried out centrally, this will allow a reduction in the cost of service.

▪ **Property:**

- Schools will have direct access to property specific details, such as individual school pages, electronic compliance records, property financial spend and commitment information available on-line as real time information

- We will create a School Building Development Plan linked to provision of educational outcomes through more 'inspiring' schools spaces to enhance the learning environment
- We will provide schools taking Estates Services with an Energy Reduction Plan
- Attendance at Governors meetings on request
- We will provide two annual technical/H&S awareness training sessions for site managers/supervisors to improve their understanding and ability to handle issues
- We will offer Feasibility Reports and funding advice for refurbishment, extensions and new construction projects
- We will develop a Planned Maintenance programme for repairs and maintenance services to replace current reactive services
- Improved management of the supply chain through QA vetting, additional training and post job audits across circa 10% of all jobs completed.
- **IT:**
 - Schools will be able to undertake self service recording of incidents and ordering of services, making the recording of these easier and faster
 - The availability of the IT Service Desk will increase from the current 9am to 5pm to 7am to 10pm
 - Printers will be included in fix time service level (they are currently excluded)
 - Management of all third party curriculum applications (not just Microsoft) will be included
 - We will offer national benchmarked hardware pricing for new implementations – both Administration and Curriculum
 - Any projects will be undertaken by a different team from that providing day to day services, eliminating exclusions to service levels during busy periods
 - We will provide support for SIMS (or other alternative) as well as RM Integris/ RM Finance
 - The current Gold Service excludes 10 areas. Our proposed equivalent service will result in the following of these being included:
 - Provision of advice and guidance to staff
 - Provision of advice and guidance to students
 - Support for writing and editing school ICT policies
 - Minor programming changes to websites*

- Updating the schools ICT inventory when new software and hardware is procured
- Minor changes to cabling infrastructure*
- Minor reconfiguration of servers*
- Minor system configuration changes to software applications under a support contract maintained by a third party (where this is permitted by the 3rd party)*
- Procuring software and hardware
- We will provide regular Technology Innovation days for schools in Barnet to showcase the best and latest technology available to schools and relevant technology from other sectors
- Schools will have access to Capita Customer Groups to share experiences.

*All proposed changes will need to be evaluated and authorised through the agreed Change Management process. Wherever possible, we will endeavour to implement minor changes using the core delivery team at no extra cost. However, where this would impact the quality of the service provision, or the changes need to be implemented out of the core hours/ require specialist third party input, these will be chargeable as projects.

Across all services, Capita staff will be available to attend Governors' meetings to provide expertise on complex HR, Finance, Estates and IT related matters by mutual agreement.

The range and scale of contracts undertaken by Capita is such that we have extensive Subject Matter Expertise in all services offered to schools. Our financial expertise, for example, includes finance and pension administration, budget setting and management, fund management, insurance, and treasury management across the local government and private sectors. This means we can bring innovative approaches to managing and advising on school finances and offer levels of financial expertise far beyond that currently available to schools. It also means that we can, where appropriate, bring in a short term resource with specific expertise to deal with a particularly difficult matter. We can similarly bring expertise from across our public and private sector contracts to bear in relation to the other services offered to schools - HR, IT, Estates and Health, Safety and Wellbeing, thereby providing Barnet with the re-assurance that we can put the resources in place to deal with any issue that may arise.

Note that we have not included the provision of secure communications within our pricing for the schools IT traded service. However, we will make available our OpenHive Live email solution, which is based on Office 365 integrated with our OpenHive identity management platform that ensures secure controlled access. This solution will be offered on a per-user per-year basis and will be subject to a one-off set-up charge. OpenHive is offered to the wider market with standard product pricing and we will of course discuss with the Council and schools pricing regimes tailored to their needs. The solution conforms to Becta IL3 security standards.

2.2 DEVELOPMENT OF SCHOOL SERVICES CATALOGUE

In order to ensure that schools can understand, access and order services, we will establish an on-line schools catalogue, available through the Schools Portal at any time. This will initially contain the currently provided services (as described in the 2012-13 Traded Service Catalogue), but will be developed to include new services as part of our proposed co-design process and may be extended in due course to include services that continue to be provided by the Council or by third parties. As services are developed, schools will be given the opportunity to move to the new services, but will not be forced to so do during the term of their existing contract.

To do this, we will work with representative groups from schools (e.g. a single Schools Forum or a number of Schools Forums representing specific types of schools or staff groups) as part of our co-design approach described later. We will consider together each service required, considering what the 'Base Level' (the lowest common denominator attractive to most schools) delivery of that service would include, what would constitute 'Enhanced Level' Packages and what could be considered as 'Bespoke', call off level elements.

The resultant agreed services will be incorporated into the Schools Catalogue, available through the Schools Portal, including prices, expected service levels and performance indicators. Authorised staff in schools will be able to select and order services on behalf of their schools within the framework of their specific needs and budgets. The performance of the delivery of the services for individual schools will be reported via the portal. The diagram below shows how this will work:

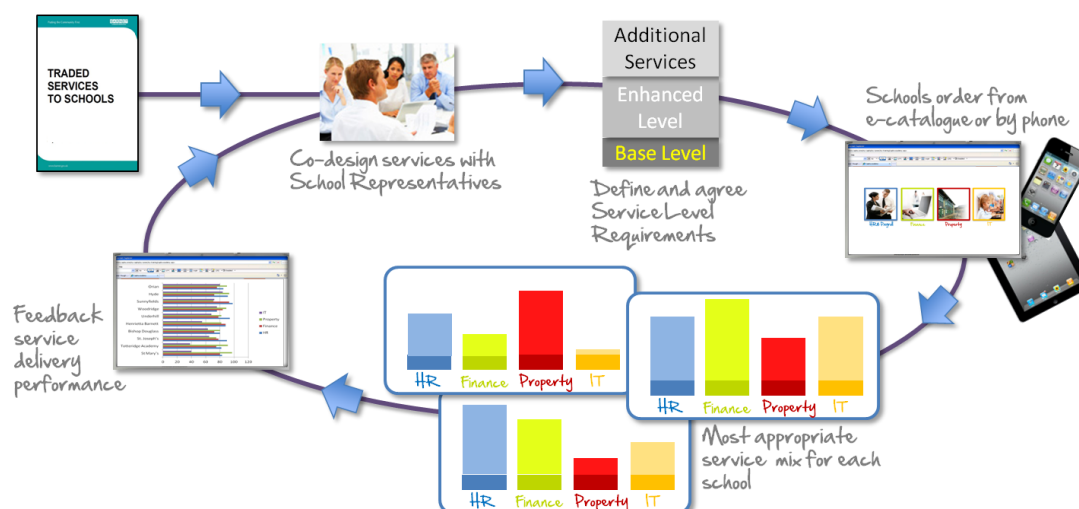


Figure 6 - Schools Portal

A draft version of the services we anticipate delivering for 2013-14 is included as an appendix to this Method Statement. The services contained there are those defined in the 2012-13 Barnet Traded Services to Schools document as being transferred to NSCSO. Wording within the descriptions has been amended only where it is affected by the roles, contacts or locations to be used by Capita, as opposed to the Council. Prices for the main elements of service provision have been reduced by 10% for the 2013-14 catalogue, as per discussions during dialogue. The equivalent 2012-13 prices are included for comparison.

We anticipate that the Service Catalogue will include services that continue to be delivered by Council delivery units or by third parties. This will of course be subject to agreement with the Council. In our Sheffield Partnership, we successfully undertook a project to bring together Capita, Council and third Party services into a single on-line catalogue, including establishing an agreed basis for costing and charging for services.

2.3 ADDITIONAL SERVICES AVAILABLE

We are able to bring our wider service provision experience to schools in Barnet across a number of areas, including:

- Best practice from other education contracts and our central government contacts
- Innovative solutions from other sectors for consideration through co-design
- Expertise from beyond existing services arrangements to enhance support
- Education and social care specialists
- Procurement expertise and buying power to ensure the very best deals for schools in Barnet.

Capita is keen for the Schools Catalogue to become a framework against which schools can order a wide range of services. To this end, we will offer education-related services from across Capita for purchase through the Schools Catalogue at favourable prices to schools, including those described below. We will be happy to work with you to develop combinations of these into packages of services that meet your requirements (one example of that could be the integration of Absence/Maternity leave Insurance with provision of replacement resources).

A number of schools in Barnet already make use of our Staff Recruitment Services and a number of Academies in Barnet have converted to SIMS using our services. Bringing these services within the proposed catalogue framework of services provide to schools will enable us to offer them at reduced cost with simplified contractual arrangements.

In summary, the Additional Services areas we can offer schools are:

- Staff Recruitment Services
- Leasing and Treasury Management
- Extended ICT Services
- Extended Property/Estates Services
- SIMS
- Procurement
- Specialist Training
- Specialist Insurance Services.

Further details of these are provided below.

Staff Recruitment Services

Capita Education Resourcing specialises in providing a comprehensive range of recruitment solutions and added value services to the education sector. Our national network of offices ensures that we can provide our customers with a fast and effective service, responsive to their local needs. In an average week, we deploy more than 2,500 temporary workers who teach over 70,000 children.

Through many years' experience of dealing with schools, nurseries and colleges, we understand the specialist requirements of the education market and the most important part of our service is ensuring that the children within our teachers' care receive the best education. Our dedication to these high standards and providing continuity of children's education is achieved through consistent provision of the best quality teachers to our customers.

Our absolute commitment to quality is reflected in our robust recruitment and vetting standards - safeguarding children is our top priority. Our targeted methods of candidate attraction, comprehensive induction and access to CPD ensure our professional and experienced consultants have access to high quality, motivated candidates, allowing us to provide the right member of staff from our database of over 7,500 education professionals to our customers when they are needed most.

A summary of our recruitment related services is shown below.

Permanent Recruitment - Our permanent recruitment service specialises in searching for and matching the very best candidates for schools. We manage the entire permanent recruitment lifecycle from job specification development and candidate attraction, through to shortlisting and assisted interview. Our solution offers:

- Dedicated account manager to produce a bespoke campaign inline with budgetary requirements
- Proactive marketing to target harder to find, non-active jobseekers via e-shot, careers fairs and presentations
- Promotional video to attract new staff (this can also be used for prospective parents and pupils)
- Candidate tracking system - a 'dashboard' daily, weekly or monthly email which provides a complete view of specific recruitment of teachers and support staff
- Bespoke school microsite on the Capita Education Resourcing website which attracts more than 28,000 visitors per month
- Jobs posted across fifteen other online job boards including; Jobsite, workinschools, Totaljobs, youreducationjobs, educationjobs.co.uk and Reed.

Temporary Recruitment - We understand the skills and experience schools require for supply cover and we continuously provide educational staff who can exceed these needs – even at short notice. Our consultants are on-hand from 7.15am in the morning until 5.30pm in the evening with an out of hours mobile service in between,

to cover planned and emergency staff absences. Roles can include Primary Supply Teachers, Primary Teaching Assistants, Secondary Supply Teachers, Secondary Teaching Assistants, SEN specialists, NQTs, Cover Supervisors, Tutors, School Support Staff, Nursery Nurses and FE staff.

Leadership and Development - Our Leadership and Development service has been established to help schools with the specific challenges that arise when recruiting for a senior leader. We can provide high calibre permanent members of staff or the ideal interim manager who can maintain standards or spearhead changes, including Head Teachers, Principals, School Improvement Staff, Deputy Head Teachers, Vice Principals, School Business Managers, Bursars, Subject Specialists (Maths, English and Science), Educational Psychologists, Strategic HR Professionals and Facilities Managers. Our bespoke, three tier options allow schools to pick and choose from various recruitment services so we can develop a campaign strategy to suit your requirements and budget.

Special Educational Needs - We have been working with specialist and alternative education providers for the past 14 years to recruit only the best and most dedicated professionals to help improve the educational outcomes for young people that require special attention. Many of our candidates are now Team Teach trained through Capita and we ensure that every SEN professional has continuously updated practitioner knowledge through attending professional development opportunities. Our specialist SEN consultants find candidates with the skillsets that match requirements in order to specifically meet the care needs of the child and service provider. Our SEN recruitment team can provide candidates to cover pupils with Global Delay, Emotional Behavioural Difficulties, Dyspraxia, Hearing Impairment, Visual Impairment, Moderate Learning Difficulties, ADHD, Autism, Speech and Language Difficulties, Cerebral Palsy and Significant Learning Difficulties.

Newly Qualified Teachers - We strive to offer our schools the very best NQTs to fulfil both permanent and temporary vacancies. They can add fresh enthusiasm and vigour to a classroom, as well as up-to-date subject knowledge and teaching skills.

School Support staff - School Support staff play a vital and integral part of the day to day running of schools. Finding candidates with specific secretarial experience or a skilled caretaker can sometimes prove a difficult task. We have a vast database of school support candidates spanning the whole spectrum, including Learning Support Assistants, Cover Supervisors, Exam Invigilators, Administrators, Secretaries, Caretakers, Qualified Nursery Nurses, Bursars, Scribes, Cleaners, Technicians, Catering staff and Playground Supervisors.

Leasing and Treasury Management

Sector, part of Capita plc, provide high quality support for leasing and treasury management. Our Schools Leasing Framework achieves highly competitive leasing rates by harnessing the national purchasing power of schools. With the Schools Leasing Framework, schools use the same supplier, the same maintainer, but a different (and up to 15% cheaper) source of finance. Leasing services, with specialised offerings for Academies, include:

- Leasing advice
- Appraisal of existing leases

- Appraisal on planned purchases/leases
- Assistance with leasing arrangements
- Leasing portfolio reviews.

Extended ICT Services

As a leading provider of innovative and cost-effective, solutions, Capita is able to offer OPENHIVEeducation, which is a unique set of in-school ICT services, a fully integrated Cloud based managed learning environment; and the managed connectivity and ISP services which enable them. OPENHIVEeducation comprises three lines of service, each offering a number of modules allowing schools to select only the services they require whilst benefitting from the economies of scale and the flexibility that modular services can deliver - OPENHIVEict, OPENHIVEisp and OPENHIVEmle. The complementary OPENHIVEeducation modules are delivered as part of an integrated, but flexible, managed service. Our aim is to provide a set of individually tailored services that allow schools staff to maximise their positive impact on teaching and learning.

Technology is a vital tool in schools, academies and colleges. So many aspects of student care and learning are now underpinned by computers and their applications, that it is essential that schools have access to the best technology possible. Our **OPENHIVEict** service uses the latest technology to deliver a reliable and cost-saving solution for schools and academies of all sizes, providing the opportunity to move appropriate infrastructure and software from each school and into the Cloud. Instead of owning and managing the assets, schools have easy, scalable access to resources and ICT services, retaining control and flexibility without adding risk. Our education experts assist with transition, offering genuine advice and guidance and keeping abreast of the latest trends ensure schools always have access to the best technology.

Schools will want to ensure that they only buy the services that they need, when they need them, without affecting the level of security and service required. **OPENHIVEisp** provides a unique set of managed connectivity, e-safety and services that support education needs. The services on offer include scalable education broadband, granular web filtering, hosted and managed internet and ICT services such as true quality video conferencing and telephony, anti-virus protection, and remote back-up service.

OPENHIVEmle offers a unique, flexible, hosted and managed suite of products and services that deliver personalised learning within one environment. Services include:

- *OPENHIVEportal* interacts dynamically with all school ICT services, contextualising them for teaching and learning, as well as enabling schools to customise the service for specific needs. With one secure, password-protected Single Sign-On (SSO), all users can access information, content, applications and data that are relevant to them
- *OPENHIVElearning* provides a collaborative, connected method of working with learners, delivering a dynamic experience and positively encouraging better performance and achievement all round

- *OPENHIVEinsight* gives parents the opportunity to become more actively involved in their children's learning, boost confidence and self-esteem, and help to raise levels of achievement through encouragement. Parental involvement will also support each school's commitment to providing a positive learning experience
- *OPENHIVEmail* is at the centre of teaching and learning activities, providing fast communication at any time, from any location, using any device and integrated with the school's management information system (MIS) and other OPENHIVE services
- *OPENHIVETalk* provides schools with multiple ways to connect with others in the community, through voice, video and instant messaging – making communication and collaboration easy
- *OPENHIVElive* allows learners to have online access within a safe, secure school environment, with changes in user details automatically updated
- *OPENHIVEiD* allows schools to provision, identify and manage users' access requirements. Learners, teachers, parents and governors all have a single identity, even when they have multiple roles and OPENHIVEiD updates automatically when user information is changed
- *OPENHIVEpass* glues a school's ICT services together, allowing users to move seamlessly between portal, VLE, email and instant messaging. Single Sign-On reduces administration and provides easy access to learning opportunities, whether at school, home or the local library. Login problems and administration are minimised with just one login account to remember
- *OPENHIVEbridge* integrates with the school's MIS, extracting identity, timetable, behaviour, achievement and more, facilitating 'joined up' thinking across all aspects of teaching and learning.

Examples of our unique blend of products and services include:

- We have a well-established relationship with Apple as an 'Apple Systems Integrator' (one of only 3 in the UK) for provision and integration of Apple products such as iPods, iPads and Mac desktops and laptops, which are already pervasive in the education learning environment. One example of a service offering is a bundle of iPads with an application that allows connectivity to interactive whiteboards via a desktop pc
- We have propositions around staff purchase and bring-your-own-device solutions with unique software that can help to achieve drastic reductions in IT procurement and support costs, and technical solutions that can mobile-enable desktop applications at minimal cost
- We also work closely with Google, both in the procurement and development of web and enterprise search solutions, and in the migration to and use of their cloud-based email and productivity solution, Google Apps. Google Apps has gained a significant foothold in the education sector within the last year, delivering very significant savings while introducing innovative and simple ways for students and teaching professionals to collaborate.

Capita's scale and influence in the technology marketplace means we can normally offer additional discounts on top of normal educational discounts that schools can obtain.

Extended Property/Estates Services

Capita has extensive experience of delivering property related services across the entire education sector including Early Years, Primary and Secondary Education, Further Education and Universities. We have designed 62 Academies and managed 12 BSF programmes.

Our operational teams deliver Facilities and Asset Management services over 1,000 schools. We have developed Travel Plans for schools, colleges and universities throughout the UK and the services our Road Safety Teams deliver include Casualty Reduction Programmes, Safe Routes to School Assessments, Children's Cycle Training, Walk to School Schemes and Schools Crossing Management.

Our vision for the future will be achieved through collaborative with all stakeholders to transform learning opportunities and to make real and lasting changes to the wider community. Our partnership approach to designing and delivering world class learning environments helps us provide facilities that operate effectively from day one, with the flexibility to meet the changing demands over the next 25 years and beyond.

Maintaining an inspiring learning environment can be challenging, with issues such as building repairs, legal requirements and maintenance costs taking up valuable time. Capita Symonds offers a menu of building and management services, providing guidance, reassurance and cost savings to Head Teachers, by allowing them to simply select the services they require and then letting us manage them on their behalf.

Upon transfer, we will integrate the capital projects team within Corporate Programmes into the Estates team and will develop a specialist Schools Service within Estates. This Schools service will deliver all Estates services and be aligned with four themes:

- Educational strategy
- Capital Programmes
- Education support
- Traded services.

We understand that the Council previously had a schools building team and during dialogue we have been informed that this is something that could work again if the right resources were available. We will ensure the right resources are assigned, developing the current team and supporting the service with additional capability and capacity from within our UK wide Education business sector.

However, by offering a Schools Service within the four themes identified above, the service we deliver into Barnet will be much more than just a schools building service. We will provide support, advice and an absolute focus upon educational outcomes for Children, working alongside head teachers and Council officers to address the

current pressures within Barnet and support the Borough in the delivery of excellent education programmes.

We understand the current Traded Service delivered to schools as part of the annual service fee is a helpdesk service, available during core hours, and a repairs and maintenance management service, whereby requests come into the helpdesk and the work is then organised through building services. Our dialogue with Head Teachers has revealed the majority do not believe they are getting good value from the annual service fee.

We will improve the service from day 1, delivering additional features and improved service levels at no additional cost to what each school is currently paying for the service. These enhancements are outlined in 2.1 above.

In addition to these enhancements, we will also offer schools additional services which they can opt in/ opt out of, at any time during the service. The additional services we will offer include:

- A named Building Liaison Officer for each school with pre arranged term/monthly site visits for proactive management
- Statutory Compliance and full service contract delivery/ management
- Full range of Facilities Management services, including cleaning, porters, handyman, security, waste management etc.
- Service contract management for repairs and maintenance
- Design of New buildings and extensions
- Educational Spaces – Specialist advice on the best use of space to deliver educational outcomes
- Sustainable learning service
- On site print and MFD service.

As a long term partner of the Council we will continually focus on how we, as an organisation, can support the Council to deliver its desired outcomes to its citizens.

We have skills and opportunities across our organisation that is not readily available within a Local Authority environment and appreciated how these can support educational outcomes for children when targeted and channelled in the right direction. Specifically within Barnet we will:

- 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

SIMS

Capita Children's Services currently provides Administration Software (SIMS) to over 22,000 schools. SIMS fully supports the management and recording of assessments, both statutory, QCA optional and school specific. As part of SIMS, Capita provides pre-defined Tracking Progress Marksheet Templates for tracking progress in English, Maths and Science every term. 152 Local Authorities recommend SIMS as the best solution for their schools and 122 Local Authorities currently have their own support team which provides SIMS support to their schools.

SIMS is a single system with everything in one place; data is entered once and used many times. It has an integrated Finance system, uses one set of tools for everything and continually utilises innovative technology. It therefore saves time and money for schools and future proofs school administration technology.

SIMS is an integrated, competitive product to RM Integris and RM Finance and could provide schools in Barnet with fully managed alternative.

SIMS recognises that changes in society, changes in legislation, changes in parental expectations are all driving new ways for managing, teaching and learning in the primary sector. It includes:

- SIMS Core Suite - the central source for Primary school data for collation, editing and analysis of information, building a complete picture of every pupil
- SIMS Assessment & Reporting Suite - the focal point for all assessment data, providing a structured and manageable system for assessing and tracking pupil progress
- SIMS Financial Management System (FMS) - a complete solution designed specifically for education users and costing thousands of pounds less than corporate systems
- SIMS Registrations and Admissions - manages the effective admissions process essential for schools, including dealing with the wealth of paperwork involved
- SIMS Learning Gateway - provides secure online access to a school's information anytime, anywhere
- SIMS In Touch - keeps parents fully up-to-date with everything relating to their child's school life, from notifying them of open evening dates to unexpected school closures
- SIMS Curriculum Management Suite - helps manage pupil timetables quickly and easily, ensuring the process of producing a complete school curriculum is less time consuming and more productive overall
- SIMS Registration Suite - the focal point for all students lesson by lesson activity, making detailed information on non-attendance, behaviour and achievement readily available

- SIMS Discover - a powerful tool that allows analysis and mining of SIMS data and presents it in a variety of ways, such as Venn diagrams, bar charts, pie charts and line graphs
- SIMS Individual Education Plan (IEP) Writer - provides learning support that is tailored to the individual needs of each pupil, helping teachers create effective plans.

SIMS is available and suitable for Primary, Secondary and Academy use. Further details can be found at <http://www.capita-sims.co.uk>.

Capita has proven ability to successfully migrate schools to SIMS using dedicated project management, a comprehensive data conversion process and bespoke baseline user training. We offer several levels of support to meet the needs of schools, including:

- Tailored support for academies
- Finance, Technical and Managed support services
- A local, dedicated Customer Service Manager.

We also offer training and consultancy to support school strategies around school improvement, professional development and raising attainment.

Capita is fully ISO9001 and ISO27001 compliant, and our SIMS support centre is fully ITIL v3 compliant. We operate to a stringent SLA, providing faster, more accurate responses to queries and cases.

A number of schools in Barnet which have converted to Academies have already converted to SIMS. Bringing these services within the proposed catalogue framework of services provide to schools will enable us to offer the services at reduced cost and simplify contractual arrangements.

Procurement

As part of our core NSCSO services to Barnet, procurement responsibility will transfer to Capita. In order to maximise the effectiveness of this, we will establish an Embedded Procurement Model, providing flexible subject matter expertise to work alongside transferred employees and working directly with LBB's commissioning and operational teams to deliver best value procurement solutions. The approach allows for optimisation of resources and delivery of sustainable benefits and is underpinned by innovative tools and techniques.

Within the operation of the Procurement Services, schools will be able to benefit from:

- Access to Capita procurement expertise provided as part of NSCSO
- Volume discounts from buying scale
- Access to established frameworks for core solution
- Contract review service.

Specialist Training

Capita Learning and Development offer a comprehensive and practically focused range of training and development services tailored to the education environment, providing managers and staff with opportunities to learn, discover and develop best practice. Our innovative range of training solutions help teachers, managers and governing bodies meet the challenges of providing effective education for today's pupils.

Working with industry experts on a wide range of subjects, we offer a selection of programmes using a range of flexible delivery methods, to help meet these challenges. These include commercial management, leadership programmes, workforce development, safeguarding, working with Children in Care, Court skills, Legal interventions, therapeutic interventions, and Working Directly with Children and Young People programmes for support staff.

Specialist Insurance Services

We provide **Staff Absence Insurance Protection** to hundreds of schools across England and Wales. Our team of specialist consultants can help schools find insurance solutions that meet their individual needs. Typical cover includes:

- All absences as a result of accident or illness
- Comprehensive stress related illnesses cover
- Work and home related stress, including anxiety, depression, bereavement, and chronic fatigue
- Pregnancy related illnesses up to four weeks prior to the expected date of confinement
- Absence as a result of attending jury service
- Phased returns for the full benefit period (which can sometimes prevent longer term absence through a premature return to full time working).

Our supply overspend scheme is designed to protect schools who prefer to self manage their staff absence budgets. It provides a layer of protection above the staff absence budget, helping to avoid overspend. The scheme pays a cash benefit once the level of absence exceeds the predicted level. The scheme has a flexible choice of benefits, with a choice of categories of staff and an excess to suit individual needs. There is no requirement to engage supply staff.

We can also offer all schools an **Academy Conversion Service**, which will help support schools through the academy conversion process. Between May 2012 and June 2012 alone, there were 113 applications to become an academy, 146 applications approved and 63 new academies opened. This demonstrates the sheer numbers of schools that are converting to academy status on a month by month basis. As insurance specialists and providers of staff absence insurance, we are keen to ensure schools are protected throughout times of change and staff morale is not impacted. Our conversion service will assist schools with all aspects of conversion and support them to efficiently and effectively manage the process.

Academy Matters

Capita has constructed an Academy Matters website (<http://academymatters.co.uk/>) with the help of schools that have already been through the process of academy conversion. It is intended to provide practical advice for schools looking to convert to academies, including advice and guidance on key matters, such as:

- Considerations
- Consultation
- Staff Matters
- Funding
- Legal considerations
- Working with other schools.

We can arrange for any schools in Barnet to benefit from the chargeable services offered via the website at advantageous rates as part of our Schools Catalogue.

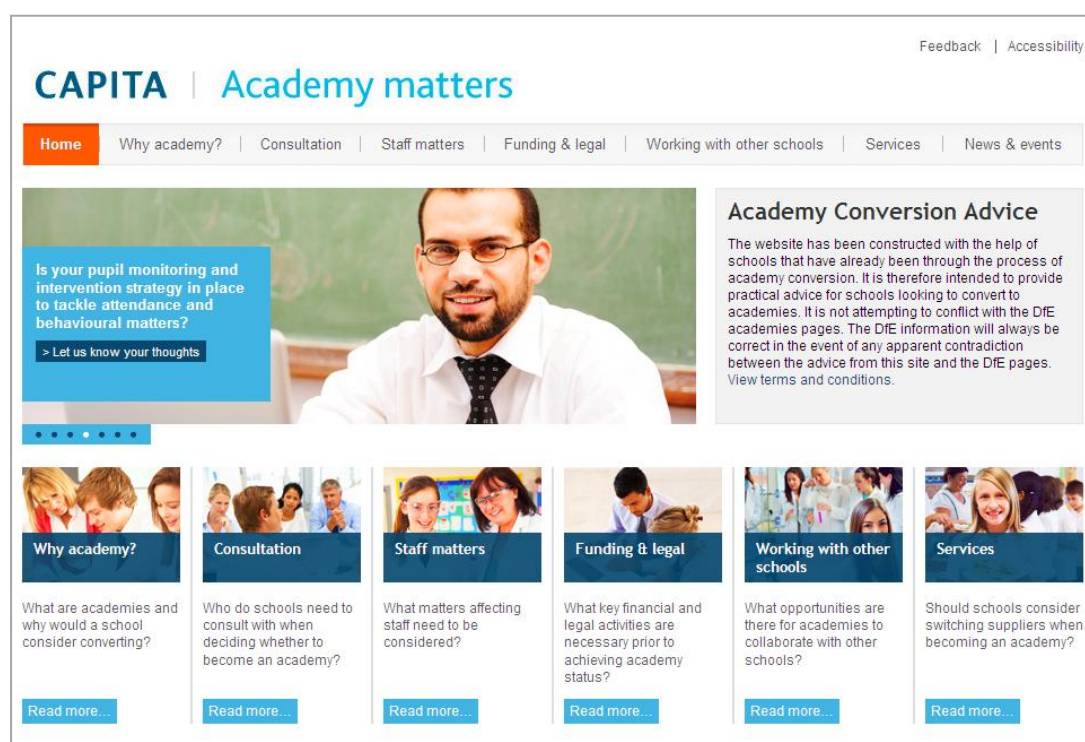


Figure 7 - Academy Matters website

2.4 DELIVERING A BARNET SPECIFIC SOLUTION FOR SCHOOLS

Capita works with a large number of public sector organisations, with public sector contracts accounting for around half of our turnover. In order to do this effectively, we develop an understanding of the particular ethos of the organisation and ensure that the services we design and deliver match with that ethos. It's also worth remembering that a considerable proportion of the people who deliver our services

have transferred to Capita from Local Government and retain a strong public service ethos.

In Barnet, we have worked closely with the Council to date, shaping and refining our proposed solution to meet their desired outcomes and their wish to be innovative. This has been achieved as the result of research we have carried out and extensive dialogue meetings with the Council. Our understanding of the needs of schools in Barnet has been developing as a direct result of the meetings we have had with you and we will continue to refine our approach to take account of the constructive comments received from Head Teachers.

We adopt different ways of working with schools in different areas - for example, our work with schools in Cumbria is through a largely remote delivery model (primarily due to local geography and remoteness), whereas in Blackburn we deliver a more 'hands-on' service, which is reflective of their past experience and current needs (we achieve this by clustering smaller schools together with named contacts). These approaches were developed as a direct result of working with schools.

We will seek to develop close working relationships with individual schools through our Account Managers and provide a link to overall NSCSO governance through the Schools Service manager. We also want to work closely with school representatives, using our co-design approach with representative Schools Forums to develop service offerings that meet the current and emerging needs of the schools in Barnet. This will allow us to jointly develop a Barnet/Capita solution which is flexible enough to meet changes in education and can incorporate proven approaches from other sectors and contracts, validated to ensure their applicability to schools in Barnet.

We anticipate that Schools Forums will continue to provide a mechanism, along with our proposed Schools Account Managers, for developing and improving the services we offer to schools through the life of the contract. They will be a key part of co-design approach with Schools developing service offerings and representing the views of end users in this process, providing opinion and/or resources to participate in co-design, customer journey mapping and prototyping services. Beyond this they will also be an integral part of our overall approach to continuous improvement

The Role of co-design

Our co-design approach is specifically geared towards ensuring that we listen and respond to what you say, with Capita staff, transferred Council staff and schools representatives meeting together to develop customer centric changes to improve existing services and/or design and develop new services.

One example of this is in our partnership with Sheffield, where we used a co-design approach, working with schools representatives and service providers to design and develop consistent service definitions and pricing and offer these through an on-line catalogue.

For our Teachers' Pensions contract, we used co-design with groups of teachers to identify ways of making the service more accessible and easy to understand, leading to a revamped website with a clear task-led information architecture. As a direct result of this, we are also re-designing the processes that underpin those tasks to improve speed and accuracy, as well as overhauling the Annual Benefit Statement to improve the way it communicates pension value and options to each member.

Those involved in co-design meet together in structured workshop format initially to consider good and bad points about existing services, ideas for improvements or new services. We then use (where appropriate) additional research, observation and shadowing to gain a fuller understanding of needs and potential constraints. The results are developed into Service Concepts, with representative Personas, Journeys and best practice examples used to assess the potential impact of the change on those likely to be affected by it.

The resulting Service Concepts are then re-considered and refined at subsequent workshops. Depending on the complexity of the change, there may be a need to prototype or pilot it before implementation.

The diagram below summarises our co-design approach:

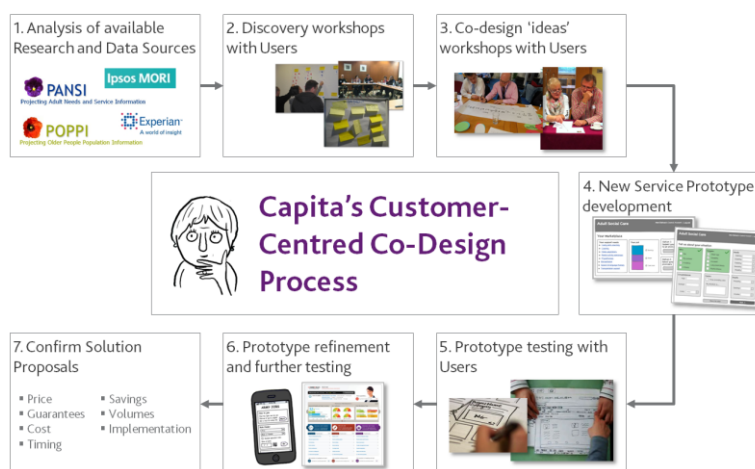


Figure 8 - Capita's Customer Centred co-design Process

The overall aim is ensure that schools achieve the outcomes desired from the services developed.

We have developed an outline plan for the initial co-design approach. Our plan is to work with schools representatives following contract award to determine co-design service priorities and establish a more detailed programme of activities.

Responding to Feedback

We recognise the importance of gathering feedback from users and we have proven mechanisms to gather feedback on the systems and services, which we will put in place in Barnet, including:

- Establishing patterns from issues raised through help desks using root cause analysis
- Analysing information requests and services requests made through self service and customer services calls
- Establishing user forums, with Capita staff present, to highlight issues and share best practice

- Engaging with staff and managers to encourage ideas and generate comments to feed into user forums
- Gathering information on management related issues through relationships established by Account Managers and Business Partners.

Feedback will then be used to direct change (which may include a co-design approach for significant changes) through agreed continuous improvement programmes. Examples of this approach in action include:

- Gathering of feedback from users across the 22,000 schools which use our SIMS software to build into a development programme
- Capturing searches made via Ask HR to refine and improve the quality of responses available from the underlying knowledgebase
- Identifying particular items of IT equipment with high instances of failure in order to plan more rapid replacement of more pro-active maintenance.

3 STAFF

We will ensure that all our employees, including those managing self-serve channels, our Service Experts, Business Partners and Account Managers, have the necessary skills and competencies to achieve their objectives, be successful in their roles and progress in their careers. These will directly reflect the cultural values of the Partnership.

This will be particularly important for transferring staff currently involved in delivering services to schools, whose skills and knowledge are vital to ensure the continuing successful delivery and development of these services.

To this end we will provide a comprehensive blended learning experience for all staff comprising:

- Training in LBB values and customer service principles, with specific training in 'house style' for all who speak or write for the service
- Effective **performance management** through establishing individual and team objectives and implementation of development plans where appropriate
- **Core Skills Training** through the Capita Academy
- **On-the-job training** for:
 - Schools Advisors on Customer Service, Telephone techniques, Service Measurements, processes, legislation and IT systems (including in-depth training on self service so that they can talk through the functionality to enable managers and employees to feel supported)
 - Processing Centre Advisors on processes, legislation, service measurements, auditing and compliance, IT system functionality and reporting

- Service Experts on service measurements, legislation, appropriate IT systems and reporting, support for creation of briefing papers and managing and developing relationships with senior management
- **Dedicated Competency Development Programme** for Business Partners on enhancing commercial and business skills, business change programmes and working strategically
- **Accredited learning at all levels** (e.g. we have supported over 2000 people within Birmingham City Council gain accreditation through the Institute for Customer Services)
- **Engagement with Capita peer group communities** and opportunities for secondment and/or engagement on special projects
- **Continued Professional Development (CPD)** through effective supervision and support and facilitating ongoing professional qualifications (e.g. CIPD, PPM) as appropriate
- **Effective management, coaching and support** for managers to encourage staff and team development through our Management Academy.

3.1 LOCATION

Services in support of schools in Barnet will be delivered from the following locations:

Schools Service Manager - Barnet based

Business Partners - Barnet based

Service Experts - a mixture of Barnet based and from remote locations, depending on the services being provided (see individual service Method Statements for details)

For Finance services, the face to face service will be delivered consistent with the other face to face services - schools will have a named contact who will be their direct support and who will work on site with those schools when required.

4 SUPPORTING TECHNOLOGY

Service to schools in Barnet will be delivered using the technologies we put in place for delivery of each of the NSCSO services.

Access to the Self Service elements of each service will be through the Schools Portal described in more detail in Section 1.3.

4.1 HR/PAYROLL (INC. SAFETY, HEALTH AND WELLBEING)

We will implement:

- An HR Portal called My View 2. This will be accessible to those people in schools that carry out HR and Payroll administration on behalf of themselves and others and will provide Manager Self Service functionality. This will enable those with access to raise requests/instructions to HR such as annual leave requests, or personal detail changes for an individual in the schools that they are representing. For those schools that currently use SIMS, they will continue to use this to

input starters, contract changes, leavers, sickness and personal detail changes which will link into My View 2

- A dashboard, which will be accessible via the HR Portal and will enable standard HR reports to be run
- A Safety, Health & Wellbeing Portal, which will enable users to carry out investigations, self audit and other legislative requirements. It will also provide self-service functionality enabling users to undertake Health and Safety Training, submit occupational health referrals, pre-placement questionnaires, access a staff counselling service, report accidents/incidents as well as conduct DSE assessments and view comprehensive management information carry out risk assessments
- Improved search functionality ('Ask HR' provided by [REDACTED] which provides intuitive search capability using natural language. This is an established route to increasing customer satisfaction and reducing telephone calls because it uses natural language to search for information. For example, "how many days leave do I get" and "what holiday allowance do I have" will be understood as the same question, and a specific answer will be provided, rather than a list of documents in a traditional search that might or might not answer the question. We have found that employee satisfaction levels rise due to the benefits of fast and consistent answers to questions
- Touch Tone Telephony for schools staff to access Self-Service but who are unable to access services online. We will provide consolidated telephone contact across the NSCSO for internal and external contacts using Managed Voice Solution (MVS) to provide efficient routing of calls and a good experience for all customers. We will have tools and processes in place to ensure calls are answered to the agreed standard (for example, call answer rate, resolution and customer satisfaction) and will use our industry knowledge and contacts to ensure we are compliant with best practice
- Business Process Management functionality via [REDACTED] which enables workflow, effective work allocation, drives process compliance and performance monitoring (at a service and individual level). Functionality includes the ability to build additional Self-Service (e.g. through the development of e-forms for processes outside 'standard' Self-Service functionality such as submission of Job Evaluation requests), use of flags and alerts to prompt next-stage actions by line managers within the Council and within our Processing Function. Workflow will ensure notifications are channelled efficiently, reducing end to end process timescales. Additionally, the development of business rules will enable transparent monitoring and measurement of performance against KPIs and PIs
- A suitable electronic system for the assessment of Display Screen Equipment as required by the Health & Safety DSE Regulations. This will be in the form of a smart form that schools staff will complete, using [REDACTED] to work flow the information through to the relevant line manager and then to a Display Screen Equipment Assessor to manage the assessment and record the assessment on [REDACTED]
- Customer Relationship Management will provide contact and query management of requests or issues and will provide the Customer Contact Centre with a full suite of functionality to capture details regarding incoming calls from employees. This application works in a similar way to LBB's HR Connect with the additional

capacity to manage incoming email. The benefit of this added functionality is that it captures all incoming contacts into a 'Work-list' that can be managed effectively on a day to day basis ensuring that contacts are responded to within the agreed timescales

- Payrolls for schools will be processed in Carlisle using Northgate ResourceLink, a best-of-breed HR & Payroll platform specifically implemented to cater for school payrolls. It allows delegated online access to all relevant transactions (e.g. input of variable data such as overtime for non-teaching staff) and visibility to authorised users of data held in the system e.g. personal data which is currently inaccessible in SAP. The implementation of Northgate ResourceLink for payroll processing will deal with current system problems, such as HR data not running into Payroll correctly, spinal points not being transferred and problems with the HR/ Finance interface. ResourceLink will interface to our finance solution and will also provide an opportunity to resolve current Performance Management issues regarding changes to employee reporting lines not being updated in the main SAP platform. We will work with the Council using our co-design approach to identify what works well, what doesn't and what the Council will need from ResourceLink. In addition, we will develop the reporting tool to include a wider suite of reports and make the most commonly used reports available to managers via Self-Service
- HartLink for managing Pensions data. We will replace Axis with the HartLink platform to provide all pension system administration administered by LBB. HartLink was designed and developed completely in-house and is currently used to administer the benefits around 2.9 million members of UK public sector pension schemes (representing around 22% of all UK public sector pension scheme members). We also administer a wide range of CARE, Hybrid and Defined Contribution (DC) schemes on HartLink, giving significant comfort that we can be flexible in adapting to future changes to the LGPS incorporating any of these elements without having to move to a new administration platform.

4.2 FINANCE

Technology plays an important role in the provision of the finance service, with a number of different platforms and reporting tools being used as well as multiple interfaces both in and out of the department.

Our technology strategy will provide:

- End to End P2P solutions, integrated with the procurement workstream to streamline the requisition process
- Profiled on-line budget setting tools (Axiom)
- New integrated central finance system for the Finance Department (Integra)
- Use of Intelligent Character Recognition (ICR) Software for invoice scanning and workflow
- Implementation of digital mailroom for incoming post, and cheque scanning and banking.

The technology that will impact schools is the **Axiom Budget Management Software**. While most performance management technologies look to replace Excel

with complicated and less capable technologies, Axiom EPM embraces and extends Excel, eliminating all of its known deficiencies (no cutting and pasting, linked spreadsheets or macros).

Axiom EPM Excel integration allows for a speedy deployment via either the Excel or Web client, requiring minimal training and change for end users. It allows users to work in a familiar environment whilst gaining all the benefits you would expect from a comprehensive planning tool, including:

- **A single, trusted data source** - offering the ability to integrate data from any source system for use in planning, reporting and analytics activities
- **Responsive to individual needs** - unlike other solutions dependant on IT for scripting business logic and designing reports, Axiom EPM empowers Finance to own and manage changes to the application, allowing for tailoring to Barnet's requirements
- **An extensive planning platform** - not a hard-wired solution, allowing users to easily tailor modelling views by division or line-of-business
- **Improved reporting and analysis** - wizards allow users to easily create reports which can be formatted to suit any individual requirement and includes the ability to drill right down to transaction level
- The ability to create **compelling dashboards and data visualisation** that bring focus to the key areas of the business. Alerting, trending, benchmarking, highlighting using a variety of chart types and other visualisation tools that are easy to interpret and understand.

Sample reports are shown below:

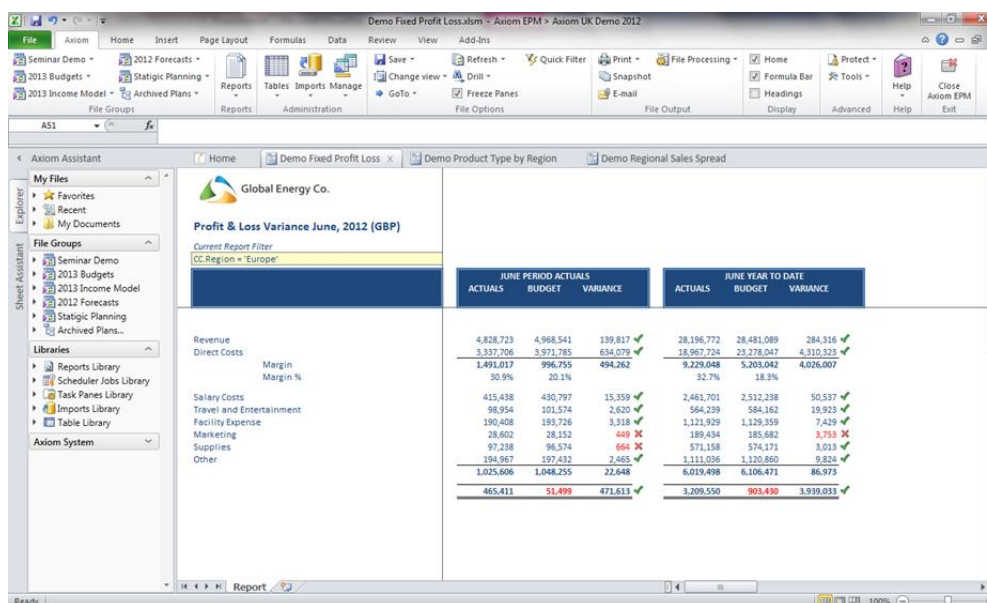


Figure 9 - Sample report

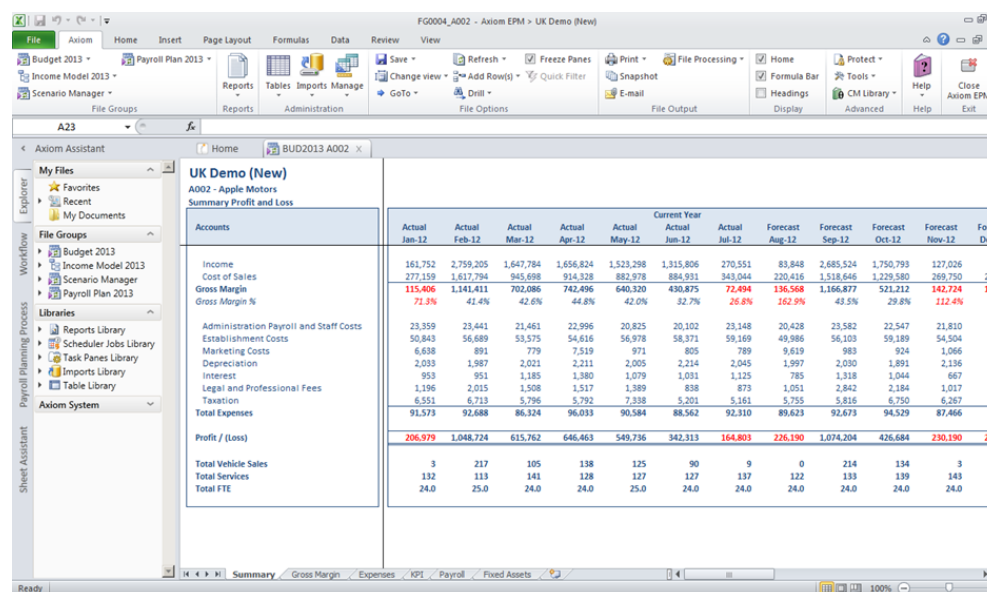



Figure 10 - Sample Report

4.3 IT

Capita will utilise a number of specialist software tools to support the delivery of services for the Council. These tools will provide effective support and will be aligned to ITIL best practice service management, enabling Capita to provide proactive support services, minimise issues and facilitate the timely resolution of Incidents and Service Requests.

Key elements of the integrated toolset that impact schools include:

SERVICE AREA	TOOL TO BE UTILISED
Service Desk	RMS Service Desk Central Solution To provide the Help Desk functionality, facilitate the delivery of Incident, Problem and Change Management processes and support Service Asset and Configuration Management
Password Self Service	Forefront Identity Manager
Configuration Management System	RMS Service Desk Central Solution
Event Management	System Centre Operations Manager (SCOM) – Applications/Servers To provide server infrastructure and application monitoring and alerting to support Event Management, Capacity Management and Availability Management SolarWinds - Networks To provide full network management and monitoring functionality and support Event Management, Capacity Management and Availability Management
Automated Asset Discovery and Management	Centennial Discovery
Software Licence Management	Snow To support comprehensive software licence management
Capacity Management	System Centre Operations Manager (SCOM) - data centre applications/servers, To provide server infrastructure and application monitoring and alerting to support Event Management, Capacity Management and Availability Management SolarWinds (Networks) To provide full network management and

SERVICE AREA	TOOL TO BE UTILISED
	monitoring functionality and support Event Management, Capacity Management and Availability Management
Availability Management	<p>System Centre Operations Manager SCOM - data centre applications/servers,</p> <p>To provide server infrastructure and application monitoring and alerting to support Event Management, Capacity Management and Availability Management</p> <p>SolarWinds (Networks)</p> <p>To provide full network management and monitoring functionality and support Event Management, Capacity Management and Availability Management</p>
Remote Support Desktops	<p>Bomgar</p> <p>To provide remote control and support capability to end-user PC devices</p>
Remote Support Servers	<p>RDP</p> <p>To provide remote server support</p>
Patch Management	Microsoft WSUS \ HP SIM
Document Management	Microsoft SharePoint
Reporting	RMS, Crystal Reports,
Device Management	Microsoft System Centre Configuration Manager
Application Delivery	Citrix/ AppSense Microsoft System Centre Configuration Manager
Anti-Virus Protection	Symantec MessageLabs
Knowledge Management Tool	

Following Transition, Capita is proposing to migrate the Council's existing data centre infrastructure to its Spring Park Data Centre Campus in Corsham, Wiltshire as part of its planned Transformation Programme. We will decommission the existing Council

data centre and establish a new primary data centre hosting service in Capita's highly secure and efficient Spring Park Data Centre, carrying out additional server virtualisation where feasible.

Our Data Centre provides the facilities and services expected of a data centre facility providing services to both public and private sector organisations which operate in mission critical and highly secure environments.

The data centre conforms and is accredited to ISO 27001 (Information Security Management) and the data centre campus is accredited to the highest levels of physical security. It is entirely surrounded by MOD property, providing enhanced and valuable additional physical security. The data centre will provide Tier III high availability (as classified by The Uptime Institute (TUI)), providing 99.982% availability. It has excellent power consumption, typically generating savings of 40 – 50% purely on power usage compared to legacy data centres.

4.4 ESTATES

Our technology proposals for Estates in relation to schools include:

- A Computer Aided Facilities Management System (CAFM)
- TRAMPS property management system
- Room/desk and resource booking system
- An energy monitoring system
- A data warehouse that integrates a Unique Property Reference Number, property and facilities management related data providing a 'single view of the asset' and 'a single version of the truth' for all the property related data
- A new Integrated Property Asset Management System (IPAMS) system to support the estates functions.

5 COMMERCIAL AND CONTRACTUAL

The commercial and contractual approaches we will apply in relation to the delivery of services to schools are included in Schedule 4 Part 2 Pricing. This provides the basis on which schools will contract for existing and additional services provided by Capita through the NSCSO contract.

Our intention is that:

- Pricing will be competitive, reflecting market rates, and flexible, with usage based charges applied where possible
- Schools will be able to benefit from Capita's economies of scale across schools nationally where possible (e.g. IT equipment)
- Standard, enhanced and bespoke portfolio services will allow for Schools to mix and match to meet individual needs

- Prices for services in the existing Barnet Traded Services to Schools catalogue for 2011-2012 will be reduced by 10% for services delivered during the Academic Year 2013-14
- Discounted rates will be made available for longer term contracting for annual standard and enhanced services - 10% for 2 years, 15% for 3 years
- To encourage take up of the services by schools which don't currently take them, we will create an Investment Fund using a percentage of our fee where there is an increase in the number of schools signed up by the end of the year - the fund will be available to fund new projects/initiatives to benefit schools and/or the community
- No charge will be made for the use of the Portal technologies and Customer interaction tools we have invested in for the core solution.

6 PERFORMANCE MANAGEMENT REPORTING AND QUALITY ASSURANCE

6.1 PERFORMANCE MANAGEMENT AND REPORTING

We will ensure that the services delivered to schools are delivered under the same performance regime as that used for the main NSCSO services. We will therefore align the performance of our NSCSO Schools Services to the PIs and KPIs in Schedule 4 Part 1 Payment Mechanism.

Performance will be reviewed on a regular basis and reported back to individual schools. We propose to align the timing of delivery of performance statistics to the level of service taken by schools (or clusters of schools), with those taking a small set of services receiving performance reports on an annual basis, those taking a medium set of services receiving reports on a term by term basis and those taking a large number of services receiving reports on a monthly basis.

Performance reports will include all information required to show performance against Service Levels, highlighting exceptions, providing notice of any potential problems with service delivery. Where targets are cumulative, we will also provide details of projected performance for the year.

We will hold regular relationship management sessions with each school to review performance and discuss any issues or areas of improvement.

6.2 QUALITY ASSURANCE

Fundamental to the delivery of our Schools Services will be the information on which decisions are made. We will work on the premise that data is accurate and valid at service commencement and then ensure that the underlying data continues to be accurate, a critical component to the provision of advice at any level.

The cornerstone of our commitment to Quality Assurance is to put in place processes that mean all transactions are processed 'right first time' in order to provide efficient and customer focused Schools Services. In order to ensure accuracy and quality we will nominate senior staff who will be responsible for a Quality Assurance regime, tied

into those responsible for service quality within the broader Customer Services function. The following key attributes will be at the centre of the regime:

- **Pro-active** - quality checking will be undertaken to ensure errors are prevented prior to major processing activity (e.g. payroll runs). We will also check that the Multichannel Service Style Guide is being adhered to, in order to provide a consistent service experience
- **Risk based** - quality checking will target those areas of work that are most likely to result in an error
- **Analysis** - the errors that are identified will be analysed to identify potential error trends either by an individual or as a topic (e.g. pension start dates, accounting due dates)
- **Monitoring** - areas of error will be focused on and monitored, including the monitoring of new policies to ensure they are correctly applied and align with priorities
- **Continual feedback** - any errors identified will be discussed with those responsible to ensure that they understand how to correct the issue and to establish if there is a need for further training or development.

We believe that our focus on effective staff training and documented procedures will contribute significantly to the reduction of error. However, we understand the importance of ensuring that all transactions are routinely checked for both accuracy and quality and will implement processes and business rules to drive compliance and standardisation. Each process will incorporate the most appropriate method of checking, including random checking, sampling and targeted checking.

Staff carrying out these checks will be provided with guidance, process steps and checklists to ensure consistency throughout the checking and auditing process and we will provide the results of the accuracy check as part of a monthly report.

In addition, the results of the checks will be used as a feedback mechanism to inform staff of their own performance and to contribute towards their individual training needs. Trends or patterns in error that are identified as part of the check will be addressed in a similar fashion and will inform on potential changes to procedures or generic training requirements.

7 IMPLEMENTATION PLAN

Our Implementation Plan incorporates a process which focuses on collaborating with schools to ensure our new services encourage the right behaviours and meet their needs. To deliver this, we will adopt our co-design approach, designing and developing services directly with schools representatives using our established methodology, described in section 2.4. As well as delivering services that meet school requirements, this will ensure that all stakeholders are communicated with and their opinions and ideas sought to deliver a solution that is not only workable but has their buy in.

Our co-design method is a robust, proven and pragmatic approach of defining the strategy, researching the requirements, designing the service, then testing it rigorously before it goes live. We will then commit to optimising the service as we

gain new insights into how schools are using it. Co-design requires that we talk to school staff and stakeholders throughout the transition to ensure that the services gain greatest level of acceptance from employees as well as delivering real value for money.

We have included a draft project plan overleaf. This is intended to illustrate the fact that we will continue to deliver the existing services the first year of NSCSO (with the no-cost improvements described earlier in this document) while establishing the co-design process to design and develop new services and putting in place the underlying self service and contact centre infrastructure to support delivery of new services.

The proposed plan has inbuilt contingency to allow for changing circumstances and priorities. It also balances the requirement to quickly begin generating improvements with the need to create lasting embedded change.

A full Transformation Plan, incorporation the services to schools, is included in the Transformation Method Statement.

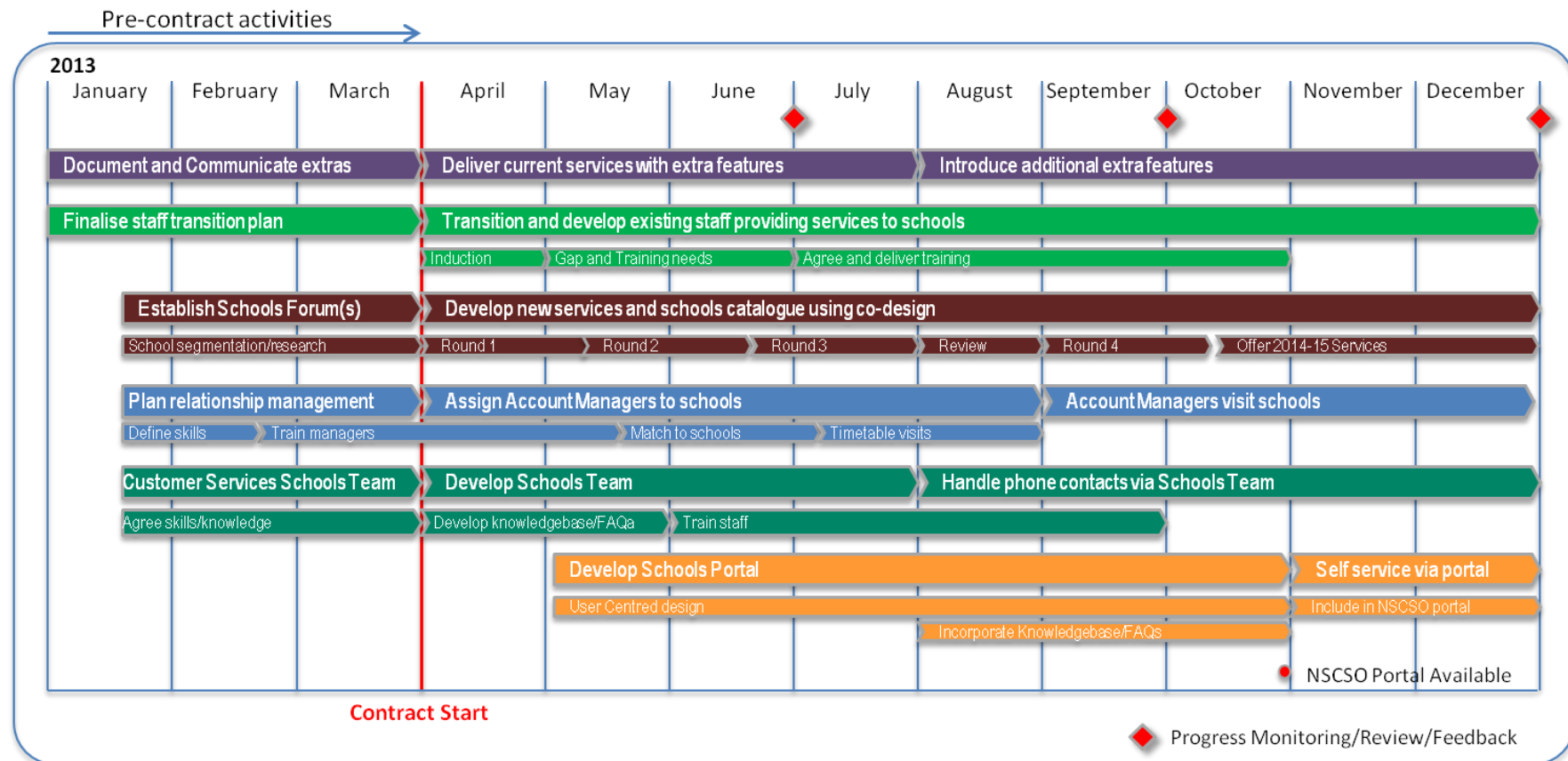


Figure 11 - Draft Project Plan

7.1 PRE-CONTRACT START ACTIVITIES

During the period between **award of contract and contract start**, we will undertake a number of activities to ensure we are ready to commence provision of service in April 2013 under the general heading of Mobilisation and Set Up. These are described in our Transition Method Statement, and include:

- Finalisation of staff transfer
- Communications, bulletins and meetings with transferring staff to keep them involved / engaged
- Discussions with key stakeholders, including schools representatives
- Agreement on governance and performance baseline
- Ensuring all technical requirements and processes are in place.

Our key focus is to ensure everything is in place for transition, making it seamless and safeguarding the ongoing provision of existing services. Specifically for schools, this will include:

- Documentation of and preparation for delivery of service improvements available for schools services (as described at 2.1 above)
- Pre-work in support of co-design, such a segmentation and research and establishment of Schools Forum(s)
- Planning for relationship management, such as defining skills and training
- Planning our schools team, including defining the skills and supporting knowledge they will require.

In our experience, a key factor in ensuring successful, seamless transition lies in making the staff transfer painless for all concerned and ensuring no adverse impact on service delivery. We have managed over 300 transfers involving over 30,000 staff and have proven programmes, such as StaffCARE and ManagerCARE that help staff make the transition while continuing to provide services.

7.2 DAY 1 ONWARDS ACTIVITIES

From **day 1**, our primary focus will be continuing to deliver Schools services as at present, minimising risk whilst supporting staff undergoing the transfer process. We will undertake our proven approach to best practice across the services. This will include embedding our behaviours and values, our approach to resource and workflow management and conducting 'root cause analysis' of existing processes within each of the services to ascertain 'quick wins'.

We will utilise additional, ring-fenced, experienced resources to manage the Schools Service transformation programme. They will also take responsibility for analysing any gaps in the knowledge of the staff providing the services and put in place plans to remedy these.

Where appropriate we will back-fill operational roles as they participate in service transformation (e.g. co-design workshops).

We will also commence rounds of co-design with the Schools Forum(s) to identify and develop the top ten tasks associated with service delivery.

Within the first 4 months, we will have established the Schools Team as an entity that can function together to effectively deliver the levels of service we envisage to schools and they will have begun to take over the Contact Centre elements of the services.

Within 5 months, we will have identified the Relationship Managers who will take responsibility for each school and begun the process of introducing them to their schools.

Within the first 7 months, we will have established the Schools Portal, including the knowledgebase, self service entry forms and a populated Schools Catalogue and have begun to offer the self service capability to schools.

By the end of the first year, schools will be able to determine the levels of service they wish to take up for 2014-2015 using the Schools Catalogue, based on some experience of using self service and the Contact Centre.

In succeeding years, we will increase the services available to schools and actively market the services across the schools in Barnet that do not currently take services from the Council, including Independent Schools and Academies. We will also establish an annual review of services and a process of continuous improvement.

We recognise that services must respond to changing school needs and we will facilitate this, with minimal adverse financial impact of such changes, through a 'keep it simple' approach to technology. This will ensure a technical solution which is future-proof, easy to maintain and update and therefore flexible and inexpensive to change as changes are identified and approved.

7.3 DEVELOPING TRADED SERVICES

We recognise that some of the existing services are delivered to a high percentage of schools in Barnet, that schools have limited budgets to work with and that the move to Academy status may mean that schools choose to purchase services elsewhere. Nonetheless, we consider that there is scope for increasing the value and range of services taken by schools over the life of the NSCSO contract.

We will therefore actively market the schools services, seeking to:

- Encourage schools taking existing low levels of service to move to higher levels
- Encourage schools not currently taking any services to so do
- Encourage Academies which have stopped taking services to consider what we have to offer
- Target new markets for traded services, such as independent schools, colleges, universities and community based bodies.

8 COMMITMENTS - SCHOOL SERVICES

Our detailed commitments for schools are included in Schedule 35 - Service Provider Commitments.

9 BENEFITS

Our solution for Schools Services will deliver the following benefits:

- Customer Centric services, geared towards school needs
- Co-designed services, continuously developed together
- Locally delivered services, with understanding of local needs, where appropriate (e.g. Case Management)
- Clearly defined services – what, how, when and how much
- Flexibly priced services – with relevant options to suit each school's budget and including a 10% reduction for 2013-14 delivery
- Quality managed services – against expected performance aligned to NSCSO
- Responsive services, with multi-channel access
- A Single View of each school's service need and provision through Relationship Management and Insight
- Wider Service Range – incorporating services from across Capita's Education capability.