

Appendix 1 – Service Provider Financial Model

Please see attached CD titled "NSCSO Financial Model (Appendix 1 of Schedule 4) as at the Agreement Date"

Write Down Policy

At the Agreement Date the Service Provider's Periodic Service Charges do not include any amortised costs for Assets. Where assets are purchased in future as part of Change or Special Project, and unless otherwise agreed by the parties, the Net Book Value of the Service Provider Exclusive Assets and Service Provider Traded Services Assets will be calculated in accordance with the Write Down Policy, as updated from time to time. The depreciation charge for such assets shall be calculated and included in the future calculation of the Periodic Service Charges following such a Change or Special Project implementation as a Change in Operating Cost Increase in line with paragraph 11.2.

The Service Provider's write down policy is to state tangible fixed assets at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, on a straight line basis as follows:

- Land and buildings Freehold - 50 years
- Computer equipment - 3 - 5 years
- Fixtures, fittings & equipment - 4 - 5 years

The Service Provider shall notify the Authority of any changes in the Service Provider's stated write down policy over the Initial Term.

Appendix 2 – Pricing Assumptions

No	Ref to Bidder Financial Model (Tab)	Description
1	COM	Capita has calculated cost of money at [REDACTED] as a result of the anticipated debit WIP profile; this has been included in the Charges accrued. [REDACTED] [REDACTED]
2	Indexation	On April 1 2014 indexation will be applied to the contract price as set out in paragraph 19, Schedule 4 (Payment and Performance Mechanism) with the first inflation charges being applied based on increases in relation to CPI and the LGPS being CPI between September and September in the previous year. Thereafter indexation will be applied to the contract price as set out in paragraph, Schedule 4 (Payment and Performance Mechanism)
3	Estates	The costs to upgrade Barnet house will be no more than [REDACTED] and will cover the work on floors 1-6 as set out in Schedule 4 (Payment and Performance Mechanism)
4	Revenues and Benefits	That Authority policy does not unreasonably prevent the Service Provider from using a range of collection and enforcement strategies for Authority Tax and Sundry debt
5	Revenues and Benefits	That the Service Provider can deploy its own Bailiff Service as the exclusive provider of Bailiff services for Revenue and Benefits in order to facilitate more effective collection strategies
6	Corporate Programmes	That 150 Project Portfolio Management toolset licences are required to cover both the Authority and the Service Provider's change programmes The Authority will be able to share these licences with its strategic partners.
7		Left blank intentionally
8	FTE	that the T&C listed for Services Tenancies is not applicable to the Service Provider as the Authority has confirmed that there are no people on the Transferring Employee List that this applies to

9	Revenues and Benefits	<p>That there is no Revenues and Benefits backlog of work outstanding immediately prior to the transfer of the Revenues and Benefits Service to the Service Provider either in relation to unprocessed work items or claims and changes of circumstances where further evidence or information has been requested from the claimant and that the Service provider will not be required to provide additional staff or investment at its cost to meet the current KPIs from the Service Transfer Date.</p> <p>In the event that a backlog exists at the Service Transfer Date we would agree with the Authority whether we should provide additional resources to be charged to the Authority or to lower the KPIs for an interim period while the backlog is cleared.</p>
10	Managing Agent	The Period Service Payments contained in the Service Provider Financial model does not include any savings or costs relating to the Managing Agent role or activities outlined in Schedule 40 which are a Deferred Service. The Managing agent tab and the Performa is a standalone estimation of the costs and Benefits and these will be validated prior to the Deferred Service commencing
11	FTE	There is no dispute or material correspondence, concessions or dispensations between the Authority and any Tax Authority in respect of the Services, Transferring Employees or any of the Initial Transferring Assets
12	FTE	All national insurance contributions, and sums payable to any Tax Authority under the PAYE system, for which the Authority is liable to account to any Tax Authority in respect of any event or circumstance accruing on or before Service Transfer Date have been paid and the Authority has made all such deductions and retentions in respect of Tax required to be or capable of being made
13	FTE	There are no individuals engaged in the Services on a self employed or subcontractor basis who should properly be treated as an employee for PAYE and national insurance contributions purposes
14	FTE	That the assumed staff profile for the retained Authority will be 2519 on day one reducing to 2015 by year 10 in line with our estimates profile (see tab VOL line 33 for profile)
15	FTE	That the net vacancies will not change prior to contract
16	FTE	That the LGPS award for 2013/14 will be zero
17	Estates	All phone call charges for Authority retained staff will be paid by the Authority
18	Contracts	<div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div>

19		Left blank intentionally
20	DRS	That DRS will pay for any data mining or interfaces required to deliver single view of customer
21	FTE Redundancy	That the agency workers shown on the TUPE baseline lists have no employment rights beyond the Agency Worker Regulations.
22		Left blank intentionally
23	DRS	That Initial Transferring Third Party Contracts allow DRS use of systems at no extra cost in order to meet the requirements set out in Schedule 1, Interface Agreement Output Specification v.1.2
24	DRS	That the NSCSO will provide accommodation for 250 staff for DRS within NLBP4 only until August 2015
25	DRS	Call charges for calls made by DRS staff using the Authority's Telephony solution will be met by the DRS Provider
26	DRS	The cost of any automated System integrations or interfaces between DRS business applications and NSCSO business applications that are not in existence at the Service Transfer Date, with the exception of the integration between Connect (the Citizen Account) and the DRS Accolaid application will be met by the DRS provider
27	DRS	Any end user device Asset refresh required for the devices transferring to the DRS provider will be met by the DRS Provider
28	DRS	Office moves or relocation services within NLBP4 which will be agreed with the DRS Contractor and charged at the same rates paid by the Authority
29	DRS	The costs of any upgrade of software used in the direct provision of DRS services will be met by the DRS service provider
30	DRS	That majority of the DRS Customer requests can be dealt with using IVR
31	Estates	In calculating the cost of the Barnet House Refurbishment the Service Provider has assumed that the building and all floors will have suitable M&E systems, meet all current statutory compliance conditions including, Health, Safety, Fire and DDA and that it has suitable facilities for the number of occupiers including lifts, bathrooms and staff welfare requirements

Appendix 3 – Addressable Spend

Category of spend	Adult Social Services and Health - see note 1	Central Expenses	Chief Executive's Service	Children's Service	Commercial	Corporate Governance	Deputy Chief Executive	Environment, Planning and Regeneration	Other	Grand Total
SocSrv IndvCarePym	49,075		351	10,314,466					2,343	10,366,235
Street Lighting Sr								6,037,122		6,037,122
Agency/Interim Hays	1,206,928		1,581,102	2,500,712	178,825	198,078	16,398	41,308		5,723,351
Other Services	3,613,743		36,818	233,778	17,701	31,133		6,012	69	3,939,255
Other agencies - Third Party Payments	3,030,454			249,244					918	3,280,616
Food Costs	253		2,794	2,633,318						2,636,365
Client Aids	2,047,536									2,047,536
Other Vehicle Costs								1,783,811		1,783,811
Insurance Premiums		1,758,266								1,758,266
Voluntary Associations - Third Party Payments	1,750,647			25						1,750,672
Diesel		- 6	376						1,421,316	1,421,686
Insurance Claims		1,293,964								1,293,964
Operating Leases - Transport								757,176		757,176
Library Books			701,941							701,941
SpecialEducationIS				657,210						657,210
Residential Care S	654,864			332						655,196
Contract Cleaning			4,207	2,457	645,359			15		652,038
Equipment and Materials Purchase	34,977		13,166	188,748		22,263		36,114	347,879	643,147
Transport Hire Charges	174		9,278	58,847		42,976		471,160		582,435
Audit Fee		501,515								501,515
Consultants Fees	159,306	1,632	116,889	94,239	58,034	25,363	32,276	10,922		498,660
Child Placement				467,629						467,629
Agency/Interim Non Hays	240,382		101,102	17,000	54,000		41,517			454,002
Professional Services			37,805	305,510			63,900			407,215
Temp Accommodation	1,417			404,408						405,825
AdminCosts&StaffSa	168,352			2,818	155,620					326,790
Telephones Calls	77,336		11,155	38,832	847	4,153	- 51	133,596		265,867
Hardware Purchases	65,880		22,298	117,230	98	3,407		158		209,072
Private contractors - Third Party Payments	2,863	140		162,933	42,308					208,244

Category of spend	Adult Social Services and Health - see note 1	Central Expenses	Chief Executive's Service	Children's Service	Commercial	Corporate Governance	Deputy Chief Executive	Environment, Planning and Regeneration	Other	Grand Total
Training	137,220		13,751		995	34,446	336	2,175		188,923
Road Services		- 59						70,483	105,287	175,711
Goods Received - Invoice Received Account									169,861	169,861
Leisure & Sports S				161,205						161,205
Pool Transport Charges								160,561		160,561
Electricity	2,083		126,716	26,283				3,598		158,681
IT Services			50,034	106,227						156,261
Agency-Professiona	143,081		10,330							153,411
Software Licences & Support	25,696		31,683	44,039		28,790	3,174			133,382
Postage	711		3,399	1,577		118,020				123,706
Telephone Rentals	14,915		7,522	81,465	- 217	18,034	702	1,134		123,555
Stationery	39,034	984	24,813	36,008	177	11,637		1,438		114,090
Rents	17,853		16,062	80,066						113,981
Gas	8,813		60,028	33,204				2,494		104,539
Bank Charges		100,871	163	52		13				101,099
Consumable Catering Supplies	61		27	98,496				270		98,854
Building Materials		1							96,292	96,293
Pupils- Transport Recharges								93,983		93,983
Interpretation Srv	11,828		138	79,945						91,912
Learning & Toy Eqt			305	86,081					387	86,772
Miscellaneous expenses	4,167	53,900	1,207	18,851		2,293			44	80,463
Advertising for staff	12,352		5,055	44,283	633	2,778	3,982	7,154		76,238
Grounds maintenance	600			1,597					70,438	72,636
Printing-Contract	8,325			351		58,721				67,397
Vehicles and Plant Purchase								60,750		60,750
Subscriptions	2,978	1,793	19,394		4,500	28,127	550			57,342
Cleaning and domestic materials			6,357	48,615						54,972
Building Repairs & Maintenance			10,807	37,499		840		2,854		52,000
Software Purchase	7,747		3,244	25,216		10,114		1,034		47,355
Travelling Expenses	3,711	66		40,710						44,487

Category of spend	Adult Social Services and Health - see note 1	Central Expenses	Chief Executive's Service	Children's Service	Commercial	Corporate Governance	Deputy Chief Executive	Environment, Planning and Regeneration	Other	Grand Total
Advertising	879		3,991	32,633		6,374				43,877
Publications	2,188		31,533	8,870		1,096	100			43,786
Social Services' Allowance	40,353									40,353
School Conferences - LBB Organised				38,355						38,355
Conference Expenses	3,509		2,590	27,068		1,815				34,982
Operational Leases - Equipment	2,538		19,084	5,660		3,680		191		31,153
Other Establishments - Third Party Payments	184			28,579						28,762
Fees and Charges			2,169						24,352	26,521
Other Indirect Employee Expenses	4,345		4,977	12,111		889	583	867		23,771
Water Services	2,453		9,993	10,157				263		22,865
Furniture-Purchase-Repair	10		13,830	4,448		1,746		2,200		22,234
Non Education Staff GPAY	2,509			16,250					563	19,322
Books-CDs-Audio-Video				17,711						17,711
Venue Hire				16,667						16,667
Equipment and Materials Repair	148		6,435	7,220		123		1,592		15,519
Clothing - Uniform and Protective			2,737	8,387		1,238		300		12,662
Insurance Premium Tax									11,079	11,079
Pupils-Home To School Public Transport				10,940						10,940
Other Contributions	10,057									10,057
Vehicle Running Costs			219					7,214		7,433
Legal Services & Cost	168		1,313		250	22		4,300		6,053
Rubbish Collection	133		2,086	2,011		1,362				5,592
Clothing-Client				2,534						2,534
Insurance-Miscellaneous						1,979				1,979
Other Transfer Payments to Social Service Clients									1,781	1,781

Category of spend	Adult Social Services and Health - see note 1	Central Expenses	Chief Executive's Service	Children's Service	Commercial	Corporate Governance	Deputy Chief Executive	Environment, Planning and Regeneration	Other	Grand Total
Laundry and Dry Cleaning			1,769							1,769
General Office Expenses	100		1,029							1,129
Land Registry Fees						36				36
Translation Exp / Interpret				85						85
Stocks									81	81
Legal and Court Fees			48							48
Total	13,614,936	3,713,066	3,134,116	19,751,198	1,159,129	661,543	163,467	9,702,247	2,252,690	54,152,391
SWIFT spend in-scope	64,870,098									64,870,098
SWIFT Income - Health authorities	(2,375,569)									(2,375,569)
SWIFT Income - Client contributions	(8,256,749)									(8,256,749)
MTFS 12/13 - 14/15 Savings	(11,604,000)		(100,000)	(5,609,000)	(840,000)	(20,000)		(200,000)		(18,373,000)
Revised TOTAL	56,248,716	3,713,066	3,034,116	14,142,198	319,129	641,543	163,467	9,502,247	2,252,690	90,017,171

Appendix 4 – KPIs and PIs requiring Baselining

- 1 The following tables set out the only KPIs which require Base-lining and the period over which the KPI will be base-lined. Where the KPI is an annual KPI and at the date of this agreement the full year results prior to the Service Transfer Date are not know, these are stated below and the provisions of paragraph 3.2.3 shall apply

1.1 Revenues and Benefits

Ref	KPI	Base-lining period and Date from which Performance Points or Bonus Points are Calculated
RB KPI 08	Benefits Claims Processing - New Claims	Authority to confirm last quarter prior to Service Transfer date for Council Tax year 2012/13 KPI in operation from the Service Transfer Date based on baseline
RB KPI 09	Benefits Claims Processing - Changes in Circumstances	Authority to confirm last quarter prior to Service Transfer date for Council Tax year 2012/13 KPI in operation from the Service Transfer Date based on baseline
RB KPI 09a	Accuracy of benefit assessments	Authority to confirm last quarter prior to Service Transfer for Council Tax year 2012/13 at year end April 13 KPI In operation from the Service Transfer Date based on baseline

1.2 Revenues and Benefits PIs

PI	Definition	Base-lining period and Date from which Performance Points or Bonus Points are Calculated
Corporate complaints	% of stage 3 complaints that are upheld Baseline upheld complaints; 11/12 – 1 of 11 upheld =	Authority to confirm baseline for 2012/13 prior to Service Transfer Date PI in operation from Service Transfer Date based on baseline

	11% 12/13 – 2 of 7 upheld = 28%	
NNDR In-Year Collection	NNDR In-Year Collection	Authority to confirm last quarter prior to Service Transfer date for Council Tax year 2012/13 PI in operation from the Service Transfer Date based on baseline
Direct Debits	Direct Debit penetration of paying database (based on total number of annual bills, less nil bills)	Baseline during Contract Year 1 – Months 1-6 PI in operation from month 7 of Contract Year 1 based on baseline
Crisis Fund	Turn-round of applications within five (5) days (regular) and two (2) hours (emergency)	Baseline during Contract Year 1 – Months 1-6 PI in operation from month 7 of Contract Year 1 based on baseline
Discretionary Housing Payments	Turn-round of applications for discretionary housing payments within five (5) Business Days	Baseline during Contract Year 1 – Months 1-6 PI in operation from month 7 of Contract Year 1 based on baseline

1.3 Customer Services KPIs

Ref	KPI	Base-lining period and Date from which Performance Points or Bonus Points are Calculated
CSO KPI 10b - Year 2	% Customer Satisfaction - Year 2 onward	Baseline during Contract Year 1 KPI in operation from Year 2 of the Initial Term based on baseline
CSO KPI 11b - Year 2	First Contact Resolution – Year 2 onwards measure	Baseline during Contract Year 1 KPI in operation from Year 2 of the Initial Term based on baseline
CSO KPI 12b – Year	Customer Advocacy– Year 2 onwards measure	Baseline during Contract Year 1 KPI in operation from Year 2 of the Initial Term

2		based on baseline
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1.4 Customer Services PIs

PI	Definition	Base-lining period and Date from which Performance Points or Bonus Points are Calculated
Pi - Face to Face Wait Time	<p>Secondary wait time for customers to meet with Customer Service specialist at face to face locations</p> <p>Performance will be reported for all specialist queues</p>	Current estimates baseline of 7minutes to be re- baselined from month 1 to 3 in year 1 from the Service Transfer Date
PI e-mail resolution	Percentage of e-mails resolved within (10) business days for year 1 and responded to within five (5) business days from year 2.	Current estimates baseline of 90% to be re-baselined from month 1 to 3 in year 1 from the Service Transfer Date
Webform response	Percentage of webforms responded to within relevant SLA ; General enquiries (5 days), or any other webforms with their respective SLAs which are handled by the CSO/NSCSO)	Current estimates baseline of 90% to be re-baselined from month 1 to 3 in year 1 from the Service Transfer Date
Average initial wait time for triage	Average initial wait time for customers to be 'triaged' by a general customer service advisor, at all face to face locations (currently Burnt Oak Library and Barnet House).	<p>Baseline during Contract Year 1 – Months 1-6</p> <p>PI in operation from month 7 of Contract Year 1 based on baseline</p>

1.5 Procurement

Ref	KPI	Base-lining period and Date from which Performance Points or Bonus Points are Calculated
PR KPI 20A	Compliance with Contract Procedure Rules/Code of Practice % of the value of new contracts over £25k awarded and managed in accordance with CPR's and procurement legislation	Authority to confirm baseline 2012/13 in April 13 KPI in operation from the Service Transfer Date based on baseline

1.6 Procurement Pls

PI	Definition	Base-lining period and Date from which Performance Points or Bonus Points are Calculated
Doing business with Local Suppliers	Provide standard report on number of suppliers and total spend with suppliers in the local area (Barnet)	Baseline during Contract Year 1 – Months 1-6 PI in operation from month 7 of Contract Year 1 based on baseline

1.7 Estates

Ref	KPI	Base-lining period and Date from which Performance Points or Bonus Points are Calculated
EST KPI 24a	Civic Estate Condition	Authority to provide results of Compliance Survey and baseline data by end March 13 KPI in operation from the Service Transfer Date
EST KPI 24b	Building Key Statutory Compliance	Authority to provide results of Compliance Survey and baseline data by end March 13 KPI in operation from the Service Transfer Date
EST KPI	Facilities Management	Authority to confirm baseline performance for

25	Incident Resolution	period April 12 to December 12 prior to Service Transfer Date KPI in operation from the Service Transfer Date based on baseline
EST KPI 26	Asset Disposals Annual Receipts Target	Authority to confirm 3 year Asset Disposals target by Service Transfer Date KPI in operation from the Service Transfer Date based on baseline
EST KPI 28	Occupancy and Utilisation Year 2	Parties to agree the projects and Initiatives in year 1 to meet Year 2 occupancy and utilisation rates for year 2

1.8 Estates PIs

PI	Definition	Base-lining period and Date from which Performance Points or Bonus Points are Calculated
Condition Surveys	The percentage of condition surveys completed against the total number of condition surveys due at the end of the year.	A programme for condition surveys will be established by Service Provider within 6 months of Service Transfer Date
Lease Renewals	The percentage of lease renewals that have been completed within 6 months of the lease expiry date against the total number of lease renewals due.	Authority to confirm baseline performance for period April 12 to March 13 prior to Service Transfer Date PI in operation from the Service Transfer Date based on baseline
Rent Reviews	The percentage of rent reviews completed within 3 months of the rent review date against the total number of rent reviews due.	Authority to confirm baseline performance for period April 12 to March 13 prior to Service Transfer Date PI in operation from the Service Transfer Date based on baseline
Planned v Reactive Maintenance	The percentage of planned maintenance compared to the amount of reactive maintenance	Authority to confirm baseline performance for period April 12 to March 13 prior to Service Transfer Date PI in operation from the Service Transfer Date based on baseline

1.9 Finance

Ref	KPI	Base-lining period and Date from which Performance Points or Bonus Points are Calculated
FIN KPI 29	Coming in on budget - % or £ variance to budget	Authority to confirm Q4 baseline 2012/13 Service Transfer Date KPI in operation from the Service Transfer Date based on baseline
FIN KPI 30	Percentage savings implemented: quality of budget planning process outcome	Authority to confirm Q4 baseline 2012/13 Service Transfer Date KPI in operation from the Service Transfer Date based on baseline

1.10 Corporate Programmes

Ref	KPI	Base-lining period and Date from which Performance Points or Bonus Points are Calculated
CP PI Health and Safety	Capital Project Health and Safety Plans	To be baselined at Service Transfer Date

1.11 Information Services PI's

Ref	KPI	Base-lining period and Date from which Performance Points or Bonus Points are Calculated
ICT Delivery Services – Service Management	Percentage of operational Incidents resolved at point of contact (SOCITM KPI 2 Resolution of reported Incidents)	Current estimated baseline to be re-baselined from month 1 to 3 in year 1 from the Service Transfer Date
ICT Delivery Services – Service Management	Number of Incidents per user (CIPFA VfM benchmarking indicator ITP3(b))	Current estimated baseline to be re-baselined from month 1 to 3 in year 1 from the Service Transfer Date

1.12 **Super KPIs**

Ref	KPI	Base-lining period and Date from which Performance Points or Bonus Points are Calculated

Appendix 5 – KPIs and PIs definitions and baselines

- 1 The following tables set out the KPI and PI definitions, calculation formulas, year 1 targets and supporting information for each KPI and PI.
- 2 Where a KPI is shown as a Proxy KPI its targets will apply for the stated period in each table and the provisions of paragraph 3.2.10 shall apply. At the start of year 2 the Proxy KPI will be replaced by the year 2 KPI as shown in the tables below at which time the Proxy KPI will no longer be used when calculating Service Credits as set out in paragraph 4.

2.1 Revenues and Benefits

2.1.1 RB KPI 8 - Benefits Claims Processing - New Claims

Indicator Reference			
RB KPI 8			
Indicator Title			
Housing Benefits & Council Tax Benefits Speed of processing - New Claims			
Definition			
The average time taken to process new claims for Housing Benefit (HB) and Council Tax Benefit (CTB). Speed of processing is the mean average processing time in calendar days, rounded to the nearest day. Speed of processing replaces the Right time indicator.			
Why we are using this indicator			
The Department for Work and Pensions gathers the information from all Local Authorities and publishes it on their website. This data is used to compare performance across the country.			
Person responsible for data collection			
Baseline			
Baseline will be average for whole of 2012/2013 .YTD figure to end Dec 2012 is 15.59 days, Quarter 3 2012/13 was 13.53 days, Dec 2012 figure was 12.0 days. Jan 2013 figure was 12 days. Feb 2013 figure was 9 days. New process (currently in pilot) has shown significant improvement in performance and is expected to be rolled out to all new claims during March 2013.			
Year End Target			
To process new claims in an average of 10 days or under			
Quarterly Targets			
Q1	Q2	Q3	Q4
12	12	12	10
Method of collection			
1. Housing Benefit processing officers enter the date the claim was received into the Open Revenues system when they are assessing the claimant's entitlement. 2. Open Revenues then calculates how many days it takes to process each claim. 3. 12 times a year, this information is extracted from Open Revenues onto the Single Housing Benefit Extract file and exported to DWP. 4. This file contains information relating to the total number of processing days in the month and the total number of claims. 5. This information is extracted by an analysis tool and entered onto spreadsheets that are kept locally to enable performance to be monitored. 6. The DWP update their website periodically with each council's performance.			
Formula			
Number of days taken in monthly DWP specified period to process claims for Housing and Council Tax Benefit divided by the number of claims processed in the same period rounded to the nearest day.			
Return Format:			Days,
Reporting Frequency			
Monthly:	Yes - KPI performance to be measured on monthly basis	Quarterly:	Yes plus year to Date
Data Provider			
1			
2			
Data Source			
The Single Housing Benefit Extract (SHBE), produced by the Openrevenues processing system, and exported to the DWP via the Coactiva Aspiren analysis tool, KNOWN AS "Bridge".			
Data Publishing Arrangements			

The information is published on the DWP's website.
Data Sharing Arrangements
CIPFA for Benchmarking purposes.
Comparable Indicator
Comparable nationally
Each processing authority is required by the DWP to record this performance measure
Data Accuracy Checks
Checking, cleansing and corrections are done by processing team leaders using the OpenExec module of the OpenRevenues system, and after production of the SHBE file further cleansing and correction is done by the Support and Control team onto the SHBE file through the Bridge package.
Data Storage and Security
Data relating to claims is retained within the hosted Openrevenues system. A password-protected spreadsheet showing monthly performance is held on the Benefits Shared drive. CIPFA also sent claim processing data on an annual basis as part of Benchmarking.
Risk details and consequences
If the data submitted to the DWP is incorrect the published figures would not be an accurate reflection of the authority's performance.
Impact of poor performance if below target
Customer impact through poor service delivery including possible homelessness. It would also be detrimental to the reputation of the Benefits Service and the council as a whole.
Commercial sensitivity
Indicator is not commercially sensitive.

2.1.2 RB KPI 9 - Benefits Claims Processing - Changes in Circumstances

Indicator Reference			
RB KPI 9			
Indicator Title			
Housing Benefits & Council Tax Benefits Speed of processing - Changes in Circumstances			
Definition			
The average time taken to process changes in circs for Housing Benefit (HB) and Council Tax Benefit (CTB). Speed of processing is the mean average processing time in calendar days, rounded to the nearest day. Speed of processing replaces the Right time indicator.			
Why we are using this indicator			
The Department for Work and Pensions gathers the information from all Local Authorities and publishes it on their website. This data is used to compare performance across the country.			
Person responsible for data collection			
Baseline			
Baseline will be average for FY 2012/13. Currently (YTD) 6.06 days Dec 2012 figure was 5.0 days. Jan 2013 figure was 8 days. Feb 2013 figure was 5 days.			
Year End Target			
To process changes in circumstances in an average of 6 days or under in each month of year 1 and in 6 days or under in each month of year 2 and subsequent years.			
Quarterly Targets			
Q1	Q2	Q3	Q4
6.0	6.0	6.0	6.0
Method of collection			
1. Housing Benefit processing officers enter the date the change in circumstances was reported into the Open Revenues system when they are assessing the claimant's entitlement. 2. Open Revenues then calculates how many days it takes to process each change. 3. 12 times a year, this information is extracted from Open Revenues onto the Single Housing Benefit Extract file and exported to DWP. 4. This file contains information relating to the total number of processing days in the month and the total number of changes in circumstances. 5. This information is extracted by an analysis tool and entered onto spreadsheets that are kept locally to enable performance to be monitored. 6. The DWP update their website periodically with each council's performance.			
Formula			
Number of days taken in monthly DWP specified period to process changes in circumstances for Housing and Council Tax Benefit divided by the number of changes processed in the same period rounded to the nearest day.			
Return Format:			Days,
Reporting Frequency			
Monthly:	Yes - KPI performance to be measured on monthly basis	Quarterly:	Yes plus year to Date
Data Provider			
1			
2			
Data Source			
The Single Housing Benefit Extract (SHBE), produced by the Openrevenues processing system, and exported to the DWP via the Coactiva Aspire analysis tool, KNOWN AS "Bridge".			
Data Publishing Arrangements			
The information is published on the DWP's website.			
Data Sharing Arrangements			
CIPFA for Benchmarking purposes.			

Comparable Indicator
Comparable nationally
Each processing authority is required by the DWP to record this performance measure
Data Accuracy Checks
Checking, cleansing and corrections are done by processing team leaders using the OpenExec module of the OpenRevenues system, and after production of the SHBE file further cleansing and correction is done by the Support and Control team onto the SHBE file through the Bridge package.
Data Storage and Security
Data relating to changes in circumstances is retained within the hosted Openrevenues system. A password-protected spreadsheet showing monthly performance is held on the Benefits Shared drive. CIPFA also sent claim processing data on an annual basis as part of Benchmarking.
Risk details and consequences
If the data submitted to the DWP is incorrect the published figures would not be an accurate reflection of the authority's performance.
Impact of poor performance if below target
Customer impact through poor service delivery. Financial loss to the council if Local Authority Error threshold reached through delayed processing.
Commercial sensitivity
Indicator is not commercially sensitive.

2.1.3 RB KPI 9A – Accuracy of Benefits Assessments

Indicator Reference			
RB KPI 9A			
Indicator Title			
Accuracy of benefit assessments			
Definition			
Percentage of cases without critical errors (defined as those affecting payment amount or timing) following random sample checks. At present a minimum of 4% of cases are randomly checked, plus payments of >£1600			
Why we are using this indicator			
To minimise fraud and error and downstream failure demand caused by inaccurate assessments of benefit entitlement. To identify and address training needs.			
Person responsible for data collection			
Baseline			
Dec 2012 figure was 91.09%. Jan 2013 figure was 98.45%. Feb 2013 figure was 97.35%. (92% at January 2013)			
Year End Target			
95% at March 2014			
Quarterly Targets			
Q1	Q2	Q3	Q4
92%	93%	94%	95%
Method of collection			
A random sample of cases is selected on a daily basis from OpenRevenues this is derived from a Quality Assurance program run by the Support and Control Team. The cases selected represent 4% of benefit assessments, or 10% of assessments completed by Agency staff. A list of benefit payments exceeding £1600 is also provided. These reports are sent to the checking team. The assessments are checked for accuracy and a check sheet is completed for each case checked, the check sheets are stored on the individual case record on Workflow. The results of the checking are loaded onto the Quality Checking spreadsheets on the Benefits Shared Drive. Data from these spreadsheets is then transferred to the Balanced Scorecard.			
Formula			
Number of checked cases without critical errors (defined as those affecting payment amount or timing) divided by total number of cases checked following daily random sample checks. The results are then collated to give a monthly accuracy rate			
Return Format:			Days,
Reporting Frequency			
Monthly:	Yes - KPI performance to be measured on monthly basis	Quarterly:	Yes plus year to date
Data Provider			
1			
2			
Data Source			
Checking spreadsheet on Benefits Shared Drive			
Data Publishing Arrangements			
Internally via Balanced Scorecard			
Data Sharing Arrangements			
No			
Comparable Indicator			
LBB specific although all councils carry out accuracy checking			

Data Accuracy Checks
Accuracy checking is carried out by the Support and Control Team which is independent of the Benefits Processing Team. The Training and Quality Team carry out sample checks of cases checked by the accuracy checkers.
Data Storage and Security
The data is stored on spreadsheets stored on the Benefits Shared Drive. Only named individuals have update access to these.
Risk details and consequences
There is a risk that the person carrying out the accuracy check might not identify critical errors or that they may not record the case details on the relevant spreadsheets but this is minimised by ensuring that those carrying out checking are experienced officers who are fully conversant with all aspects of benefit legislation and the OpenRevenues system. Sample checking of cases checked minimises risk of recording issues.
Impact of poor performance if below target
Customer impact through poor service delivery. Financial loss to the council through benefit subsidy claim. Potential for overpayments of benefit.
Commercial sensitivity
Indicator is not commercially sensitive.

2.2 Customer Services

2.2.1 CS KPI 10a - % Customer Satisfaction - Year 1 (Proxy KPI)

Indicator Reference			
KPI 10a - % Customer Satisfaction - Year 1 (Proxy KPI) Replaced by CS KP10b Year 2 below from the 2nd Contract Year			
Indicator Title			
% Customer Satisfaction			
Definition			
% Customer satisfaction with the contact centre telephone service, face to face service, web service & first contact e-mail service			
Why we are using this indicator			
This measure provides a clear indication of residents satisfaction with Capita's contact handling. Results will be utilised to inform service improvements and service quality. It should be noted that whilst this indicator is an excellent measure for initial transfer of the service to Capita, it does not provide a view of customer satisfaction of the end to end process, and accordingly LBB and Capita need to work together in the first year of operation to identify a more suitable indicator of Customer Satisfaction (see KPI10 Future proposal)			
Person responsible for data collection			
Baseline			
((01/01 - 20/11/12) Web = 39%*, Face to Face = 58%, Telephone = 88%, e-mail = 70%*) (*01/08/12 - 21/11/12) 58%)			
Year End Target			
(Web=50%, Face to face= 60% Telephone=90% e-mail=80%) 70%			
Quarterly Targets			
Q1	Q2	Q3	Q4
58%	60%	65%	70%
Method of collection			
<p>Telephone - collected via a post call survey the agent transfers caller to GovMetric by speed dial and the customer completes a voice recorded satisfaction survey whereby they use the touch tone telephone to complete the questions. There is scope once questions are answered to leave a message similar to the comments left in the other access channels and feedback is recorded directly in to GovMetric server/database.</p> <ul style="list-style-type: none"> Web interactions - a snippet is pasted into website templates and the customer is taken to a landing page on the same browser page and completes the set questions with scope to add comments. Face to face interactions - collected via touchscreens located in customer access centres. e-mail interactions - (First Contact e-mails only) snippet is pasted on e-mail, and provides the option for customers to complete set questions with scope to add comments. <p>*Data extracted from GovMetric portal into excel and analysed for reporting purposes.</p>			
Formula			
Total Number of positive responses received/Total number of responses			
Return Format:			%
Reporting Frequency			
Monthly:	Yes	Quarterly:	Yes
Data Provider			

Data Source
Satisfaction and Volumetric data for all channels recorded on GovMetric Portal.
Data Publishing Arrangements
CPI3002 (Telephone) & CPI3003 (Web) published by corporate Performance Team
Data Sharing Arrangements
No data sharing arrangements in place /Data
Comparable Indicator
Comparable Indicator
Benchmarking data provided by GovMetric - Aggregated data from 70 UK councils
Data Accuracy Checks
Automated system - Responsibility for systems and data quality sits with provider.
Data Storage and Security
Data stored and backed up within GovMetric online portal
Risk details and consequences
The nature of this data is that it is subjective and voluntary on the part of the customer and whilst this is unavoidable to some degree, LBB would like to see sample sizes being actively improved by Capita. As mentioned above, this indicator only measures satisfaction with the 'contact' and not the end to end service provided, so it is of limited benefit as a strategic indicator.
Impact of poor performance if below target
This measure provides a clear indication of residents satisfaction with Capita's contact handling. Results will be utilised to inform service improvements and service quality.
Commercial sensitivity
Indicator is not commercially sensitive.

2.2.2 CSO KPI 10b - % Customer Satisfaction - Year 2 onwards

Indicator Reference			
CS KPI 10B - Year 2 onward			
Indicator Title			
% Customer Satisfaction			
Definition (and any mitigations)			
<p>% of customers who are satisfied or very satisfied with the service they have received post resolution (when their transaction has been fully dealt with), divided by all customers who completed a 'post resolution' survey. Where all the mitigating activities outlined below have been undertaken and evidenced by the NSCSO provider no penalties will apply:</p> <ul style="list-style-type: none"> • MI to demonstrate that satisfaction with the NSCSO provider's handling of the contact met the target (managed via separate questions to establish satisfaction with the quality of the initial contact handling) • Produced summary MI and detailed insight to show where customers are scoring services highly (very / satisfied), neutral and dissatisfied with analysis to show the underlying causes of perception and this will be categorised into controllable (way in which query handled by front or back office/ delivery unit) and uncontrollable (the outcome of the query) with the controllable result being relevant to the KPI and the uncontrollable results shown separately and not attracting penalties however this information will be used as insight to inform reports and activities below • Evidence that requests for service (which were not deliverable by the NSCSO provider) but were deliverable by an Authority related party were transmitted as per SLA, via the agreed channel to correct work queue/ recipient and were escalated (where not closed within SLA - see Advocacy KPI) • Evidence that the reasons for dissatisfaction, outside of the NSCSO provider's control, have been distributed to and discussed with Authority related party evidenced by reports and minutes of meetings including documented actions • Evidence that this insight has been considered and improvement opportunities identified to services and contract management teams (action plans) • Evidence that some improvements have been implemented through co design (e.g. improving quality of information on web) or for example where improved escalation processes and responses have been implemented within services • Where the Authority has failed to meet an Authority obligation under schedule 8 and this is a direct cause of dissatisfaction then those cases will still be reported but can be excluded from the overall results. • Evidence of Managing Agent engagement in resolution process (once MA in place). 			
Why we are using this indicator			
<p>This indicator represents the customer voice and is a critical measure for demonstrating if we are delivering services that meet our customers' needs and expectations. This indicator needs to be backed up by a body of data which can be broken down by service and by channel, and it should measure controllable and uncontrollable satisfaction. This indicator will give rise to insight which is actionable, and which will drive strategic improvement or transformation. It will provide important intelligence about the impact of national and local policies and procedures on the councils reputation.</p>			
Person responsible for data collection			
Baseline			
TBC			
Year End Target			
TBC			
Quarterly Targets			
Q1	Q2	Q3	Q4
TBC	TBC	TBC	TBC
Method of collection			
<p>Customers are contacted by the NSCSO provider by telephone, email or mailings, to follow up customers ,with a survey about their end to end experience once customer queries/cases have been</p>			

fully resolved (after the relevant SLA has passed). Customers should be encouraged to respond, and response rates should be monitored. Survey data would be captured (in the CRM system?) and reported upon. Some effort should be made to ensure that the sample mirrors the nature of the business we conduct (representative of our population, channel use and reflecting the right mix of quick queries versus protracted cases) The surveys should be developed with input from LBB. The surveys should measure controllable and uncontrollable factors where possible (Policy vv process) - see mystery shopping surveys for examples of this. Even though the overall satisfaction rating for the KPI may be one figure, it is hoped that the survey data it is drawn from is available to the organisation as actionable insight.

Formula			
Controllable = Number of customers satisfied or very satisfied with the way their query or case was handled, divided by the number of customers who completed the survey. Uncontrollable = Number of customers satisfied or very satisfied with the outcome of their query or case, divided by the number of customers who completed the survey. The KPI should be the 'controllable; formula, but it would be helpful to show the Uncontrollable alongside it.			
Return Format:		%	
Reporting Frequency			
Monthly:	Yes	Quarterly:	Yes
Data Provider			
Data Source			
Surveys , ideally recorded in the CRM system against the customers record			
Data Publishing Arrangements			
Potentially on our website			
Data Sharing Arrangements			
No			
Comparable Indicator			
Comparable Indicator			
All local authorities, all service industries			
Data Accuracy Checks			
Check data entry of surveys into CRM. Auto population where possible preferred			
Data Storage and Security			
Part of the solution could be from Govmetric (for cases resolved there and then) This would need to be supplemented with survey data gathered post resolution.			
Risk details and consequences			
This data is subjective, and voluntary on the part of the customer and whilst this is unavoidable to some degree, LBB would like to see samples being as statistically viable and representative as possible. If the sample is not representative in any way, the extent of this should be made clear. If the data is incorrect, then services may be inappropriately amended on the basis of false information.			
Impact of poor performance if below target			
Loss of reputation			
Commercial sensitivity			
Indicator is not commercially sensitive.			

2.2.3 CSO KPI 11a - First Contact Resolution Proxy KPI – Year 1

Indicator Reference			
CSO KPI 11a - First Contact Resolution Proxy KPI – Year 1			
Indicator Title			
First Contact Resolution			
Definition			
% of contacts (Telephone calls, webforms & e-mails on CRM) where a contact has been resolved by the CSO or self service			
Why we are using this indicator			
First contact resolution is a strategic measure which indicates to the organisation how much demand is dealt with fully 'there and then' , with no need for handing off, follow up or rework. It requires an assessment of whether each transaction was resolved or not resolved, and if not, then selection of the reason for non resolution. It measures the efficiency of the organisation in having the right information and transactional capability available at the point of customer contact.			
Person responsible for data collection			
Baseline			
Feb 2013 - Overall - 50%; telephone - 54%, email - 18.7%, web - 3%			
NB Excludes revs and bens as their phone system has not yet been upgraded. Some data capture issues (standard teething problems associated with bringing in a new logging requirement across a large staff base)			
(To be collected March 2013)			
Year End Target			
50%			
Quarterly Targets			
Q1	Q2	Q3	Q4
40%	45%	45%	50%
Method of collection			
A set of classifications have been created which can be captured on the Cisco telephony system, and on the Jadu system. At the end of a contact , the agent will classify the contact based on an agreed set of classifications. (Sampling will ensure that the right codes are being entered) . At the end of the reporting period, a report will be generated per service and per channel, which shows levels of resolution based on the codes entered.			
Formula			
% of all contacts classified as resolved/% of all contacts X100			
Return Format:			%
Reporting Frequency			
Monthly:	No	Quarterly:	Yes
Data Provider			
Data Source			
Cisco, Jadu & CRM			
Data Publishing Arrangements			
Data not published			
Data Sharing Arrangements			
No data sharing arrangements in place			
Comparable Indicator			

Non Comparable . FCR measured in many different ways. For example, many organisations focus on what has been resolved, out of those transactions which can be resolved by the contact centre. This indicator would not be suitable for use by LBB, as it would not point out where opportunities remain to improve levels of first contact resolution
further work required to establish
Data Accuracy Checks
Team leaders will monitor adherence to procedures (& system will be enforceable)
Data Storage and Security
Raw data drawn from various systems and report data stored on spreadsheets. Spreadsheets are password protected
Risk details and consequences
Inefficient progress with self service and contact consolidation. Poor customer experience as transactions unduly elongated, with greater scope for complaints, service failure and generation of failure demand/ avoidable contact. Higher demands on delivery unit professional staff.
Impact of poor performance if below target
Lower customer satisfaction levels, and higher cost of service for the organisation
Commercial sensitivity
Indicator is not commercially sensitive.

2.2.4 CSO KPI 11b - First Contact Resolution – Year 2

Indicator Reference			
CSO KPI 11b - First Contact Resolution – Year 2			
Indicator Title			
First Contact Resolution			
Definition (and any mitigations)			
<p>% of contacts (by channel, by service, by transaction type (e.g. payment) and by customer group where a contact has been fully resolved at first contact i.e. by self service, by the CSO, without the need for referral to another department, or any kind of 'double handling' or future action, divided by the total number of contacts. Where all the mitigating activities outlined below have been undertaken and evidenced by the NSCSO provider no penalties will apply:</p> <ul style="list-style-type: none"> • Produced summary MI and detailed insight to show where services are being resolved at first contact • Produced summary MI and detailed insight to show where services are not being resolved at first contact, and the reasons they are not resolved • Evidence that the reasons for non resolution have been distributed to and discussed with authority related parties' leads • Evidence that this insight has been considered and improvement opportunities identified to authority related parties (action plans) • Evidence that some improvements have been implemented through co design (e.g. improving quality of information on web, or where a service has been successfully negotiated into the front office by demonstrating that other similar processes are working well) • Some reason codes may be in the control of the contact centre. A report should be generated that removes those cases which are not in the control of the contact centre. The performance of the NSCSO provider in delivering resolution in those cases where they are fully empowered to do so will have targets for each contract year from the date this target becomes effective. This is proposed as 80% Year 2, 90% Years 3 to 5 and 95% Years 6 to 10 • Some reason codes will be outside the control of the contact centre, but in the control of the managing agent. Evidence should be produced that the managing agent has raised, pushed and escalated in accordance with pre agreed timescales to the most senior officer in the contract management team at LBB (once MA in place) • Where the Authority fails to meet an Authority obligation under schedule 8 then those cases will still be reported but can be excluded from the overall percentage 			
Why we are using this indicator			
<p>First contact resolution is a strategic measure which indicates to the organisation how much demand is dealt with fully 'there and then' , with no need for handing off, follow up or rework. It requires an assessment of whether each transaction was resolved or not resolved, and if not, then selection of the reason for non resolution. It measures the efficiency of the organisation in having the right information and transactional capability available at the point of customer contact. Factors which influence levels of first contact resolution are availability of basic and account specific information, system access and training/scripts for agents/ instructions on the web, staff following correct procedures and handing off at the appropriate time (not too early)/ ease of use on wen, political will of back offices to enable services to be delivered by front office staff, system integration and the scope for automated fulfilment. The aspiration is to achieve 80% first contact resolution, and this KPI should highlight the areas for LBB and Capita to focus on to maximise our levels of first contact resolution.</p>			
Person responsible for data collection			
CSO			
Baseline			
To be established during Year 1 of the contract. The target proposed by Capita is 40% for years 1 and 2, 60% for years 3 and 4, and 80% for years 5-10			
Year End Target			
TBC			
Quarterly Targets year 1			
Q1	Q2	Q3	Q4

TBC	TBC	TBC	TBC
Method of collection			
Every transaction should be logged in the system, either by an agent or automatically (for unmediated channels) Before a contact can be completed, CRM should request that a resolution code be populated, indicating if the query was resolved at first contact, and if not why not (eg process requires handoff to service) Once this data is collected, the insight generated will identify areas for strategic improvement. NB This indicator is simply not a measure of how well the contact centre follows its scripts. (If that were required the target would be 100%). It would track if there was a problem with that, but it should also identify where we have set the hand-off point too early, and where we should focus on driving up web self service, problems with data availability, high volumes of a particular transaction causing excessive work for the back office, and so on. LBB will work with Capita on the classification system of Lagan CRM (subject , reason ,type codes) and resolution classifications to go with them			
Formula			
contacts classified as fully resolved , divided by all contacts X100			
Return Format:			%
Reporting Frequency			
Monthly:	Yes	Quarterly:	Yes
Data Provider			
Data Source			
Lagan CRM			
Data Publishing Arrangements			
Data not published			
Data Sharing Arrangements			
No data sharing arrangements in place			
Comparable Indicator			
Non Comparable . FCR measured in many different ways. For example by asking the customer, by measuring what is resolved, as a % of what can be resolved by the front office. Each of these approaches may have a value, but they would not be suitable for use at LBB to drive targeted strategic improvement.			
We would welcome Capita's suggestions about how this could be best captured, and LBB commit to working with them to set up the correct reporting methodology for this important indicator. It is important that this is a measure of all transactions and not based on a sampling approach.			
Data Accuracy Checks			
Quality and performance monitoring will flag errors in capture. So potentially would complaints and mystery shopping			
Data Storage and Security			
Data stored on Spreadsheets that are password protected.			
Risk details and consequences			
The data collection is dependent on staff entry, so population of it should be enforced by the system. As it depends on a ' subjective' selection of a resolution code by the member of staff, accurate entry of the data needs to be checked by Capita through its routine performance monitoring. The indicator is also not solely within Capita's control to deliver, so there will need to be a commercial discussion about how this is dealt with. It is important that to note that by amending the methodology so that it does fall within Capita's control, would most likely negate the strategic value of the indicator. See comments/ mitigating circumstances below.			
Impact of poor performance if below target			
Inefficient progress with self service and contact consolidation. Poor customer experience as transactions unduly elongated, with greater scope for complaints, service failure and generation of failure demand/ Avoidable contact. Higher demands on delivery unit professional staff.			
Commercial sensitivity			
Indicator is not commercially sensitive.			

2.2.5 CSO KPI 12a - Customer Advocacy – Proxy KPI – Year 1

Indicator Reference			
CSO KPI 12a - Customer Advocacy – Proxy KPI – Year 1			
Indicator Title			
Customer Advocacy			
Definition			
% of calls answered within 20 seconds			
Why we are using this indicator			
Until the KPI for advocacy can be implemented (KPI13) and baselined (likely to be ready for use by April 2014), it is proposed that this KPI is used during 2013-4. This indicator has been a corporate PI for several years, so there is a well established baseline dataset held for all services transferring to Capita, and also at a consolidated level. It is well understood by officers and members alike. It will also be a good measure for the first year following transition, as whilst it may not be what matters most to customers, it does track timeliness, which is still important to customers, and also it will flag performance improvement or decline very effectively.			
Person responsible for data collection			
Baseline			
Q1 12/13 - 57%, Q2 12/13 - 58%, Q3 12/13 - 64%, Dec 2012 - 70%, Jan 2013 - 65%, Feb 2013 - 71% (Extensive baseline data exists. Currently 65% (Q3 2012/13))			
Year End Target			
80% - Industry standard			
Quarterly Targets			
Q1	Q2	Q3	Q4
65%	70%	75%	80%
Data			
Standard contact centre management reports are set up to be generated on a daily/ monthly basis. Data collector logs in to the ' Cisco ' environment and specifies the required data range and runs the query for this information. A report is produced and can be downloaded in excel or pdf format.			
Number of calls answered within 20 seconds/ total calls offered.			
Return Format:			%
Reporting Frequency			
Monthly:	Yes	Quarterly:	Yes
Data Provider			
Data Source			
CISCO			
Data Publishing Arrangements			
No			
Data Sharing Arrangements			
No			
Comparable Indicator			
Comparable			
Most local authorities. Most Call Centres.			
Data Accuracy Checks			
System generated data, used on a daily basis			
Data Storage and Security			

This is a system generated report (generated by CISCO) and as such cannot be tampered with.
Risk details and consequences
None
Impact of poor performance if below target
Customers receive a less efficient service than is desirable.
Commercial sensitivity
Indicator is not commercially sensitive

2.2.6 CSO KPI 12b - Customer Advocacy – Year 2

Indicator Reference
CSO KPI 12b - Customer Advocacy – Year 2
Indicator Title
Customer Advocacy
Definition (and any mitigations)
<p>% of cases closed within the specified service level. Where all the mitigating activities outlined below have been undertaken and evidenced by the NSCSO provider no penalties will apply:</p> <ul style="list-style-type: none"> • Produce summary MI and detailed insight to show where cases are being closed within service level • Produce summary MI and detailed insight to show where cases are not being closed within service level • Evidence that the reasons for non compliance have been distributed to and discussed with authority related parties' leads prioritised by highest volumes, and also by highest levels of non case closure • Establish and review of action plans per service to examine why cases are not being closed on time • Evidence that supporting information is gathered for the areas that do not meet their service levels to assess the impact on customers (customer satisfaction, complaints information, avoidable contact levels, mystery shopping data from LBB) • Evidence of comparative performance analysis which demonstrates performance at process level (an area may miss their SLA regularly in one area, but in another area doing a similar process it doesn't because the SLA is longer, or because they have better systems) • Evidence to show that barriers identified are addressed, or alternative delivery options identified through co design (e.g. service doesn't update CRM because they don't like double keying or keep forgetting password) wherever possible these are being addressed by technology team (auto access to CRM when staff log on to the network, integration with system so that case closure information is automatically updated into CRM - where business case for investment made) • Some non closure of cases will be beyond the control of the contact centre but in the control of the managing agent. (Cases not closed because the department don't have enough resources to close the cases - e.g. call backs within 24 hours, or conducting a face to face assessment). Evidence should be produced that the managing agent has raised, pushed and escalated in accordance with pre-agreed timescales to the most senior officer in the contract management team at LBB (when the MA is in place) Only LBB can decide in persistent cases the remedial action required, (but they would be in possession of customer impact data, comparative performance data and some alternative delivery options to make this decision) • Where the Authority fails to meet an Authority obligation under schedule 8 then those cases will still be reported but can be excluded from the overall percentage
Why we are using this indicator
<p>Customer advocacy is about representing customer interests and promoting best practices across the range of services and partners. In a customer contact context, it is about service assurance - which means making sure that customers receive a timely and high quality response. At a basic level, it is about retaining oversight of all inbound contact thorough classification/logging of customer queries via all channels, and routing any that cannot be resolved at first point of contact to the appropriate group for action. Once routed, central oversight should be retained for all open cases until the point of case closure. The CSO should fulfil a chase function, escalating as appropriate until all cases have been dealt with. Delivery units should prioritise customer contact and ensure they are keeping their promises or keeping customers informed of delays. At a more complex level, the classification and case management data that this function will surface provides meaningful insight for demand management , and highlights scope for continuous improvement and it is an expectation that the CSO will have effective influencing and negotiating skills to deliver better outcomes where there is a service failure or opportunity for new or different services.</p>
Person responsible for data collection
Baseline

No Baseline at present as role not undertaken currently.			
Year End Target			
To be agreed with Preferred Bidder			
Quarterly Targets			
Q1	Q2	Q3	Q4
tbc	tbc	tbc	tbc
Method of collection			
All contacts should be logged and classified. Contacts which are not resolved at first contact, require a case to be set up in CRM. When the new CRM system is implemented, SLAs will be automatically sought for all situations where a case could be raised and handed off to any area (ie for any customer queries that are not resolved there and then). Each case will have an associated service level (it may be 1 working day for a call back, or 5 days for one type of query and 60 days for another) . The case should have a date to record anticipated close date (ie The SLA) and the actual date of closure. A report should be generated recording all cases raised, and how many closed within service level. This measure should simply record the % of all cases where the service level was met and the case was closed.			
Formula			
Number of cases closed within service level/ number of cases raised in any given time period x 100 (please note the report can only be run after the longest SLA period has passed). This Pi is currently in production for member/MP enquiries using LBB's current CRM and some manual processing.			
Return Format:			%
Reporting Frequency			
Monthly:	Yes	Quarterly:	Yes
Data Provider			
Data Source			
Lagan CRM			
Data Publishing Arrangements			
No			
Data Sharing Arrangements			
No			
Comparable Indicator			
Specific			
Data Accuracy Checks			
Sampling & quality monitoring. Cross system checks and balances.			
Data Storage and Security			
To be agreed with Preferred Bidder.			
Risk details and consequences			
The data collection is dependent on delivery unit staff entry, so population of it will depend on minimisation of double keying and ease of access to the system to update cases. As it depends on staff update, accurate entry of the data needs to be checked by Capita and the delivery units through their routine performance monitoring. The indicator is also not solely within Capita's control to deliver, so there will need to be a commercial discussion about how this is dealt with. It is important that to note that by amending the methodology so that it does fall within Capita's control, would most likely negate the strategic value of the indicator. See comments/ mitigating circumstances below.			
Impact of poor performance if below target			
Higher levels of customer demand that are repeat or chase up in nature. Cost of re-work means cost of service affected.			
Commercial sensitivity			
May have commercial sensitivity if service delivery failures relate to commercial third party providers.			

2.3 IS Service

2.3.1 IS KPI 13 - Critical Systems Availability

Indicator Reference			
IS KPI 13 - Critical Systems Availability			
Indicator Title			
Critical Systems Availability			
Definition			
Percentage availability of top 7 IT systems and services ("core council systems") over supported hours For purpose of this indicator, core systems are: <ul style="list-style-type: none">• Email• Barnet Online (Council website)• ICS• Swift• Infrastructure services - Internet, file storage, Citrix and remote access (Citrix and VPN)• Wisdom• Telephony (incorporating s/board, contact centres, call manager)			
Why we are using this indicator			
7 critical IT systems and services have been identified. These are a subset of the Platinum services previously identified as requiring high availability in order to mitigate Financial, Legal, Reputational, Health & Safety, Productivity or Safe Guarding risks associated.			
Person responsible for data collection			
Baseline			
Baseline performance for 2012 year to date: 2012M1 Apr 99.9% 2012M2 May 99.8% 2012M3 Jun 99.4% 2012M4 Jul 100.0% 2012M5 Aug 99.0% 2012M6 Sep 99.8% 2012M7 Oct 100.0% 2012M8 Nov 99.8% 2012M9 Dec 99.7% 2012M10 Jan 99.9%			
Year End Target			
99.5% N.B. Pre-NSCSO target is set at a lower level of 95% which is consistently achieved, but does not have a higher target as there are no plans in place to improve underlying contributors to this measure (e.g. data centre resilience) prior to NSCSO.			
Quarterly Targets			
Q1	Q2	Q3	Q4
n/a	n/a	n/a	n/a
Method of collection			
<u>Trigger</u> - Priority 1 (P1) incident (loss of service for all users) is reported to / detected by Service Desk 1. Service Desk agent: P1 incident is recorded in a spreadsheet, including service affected and start time of incident. 2. Service Desk agent: When P1 incident is resolved the record is updated with end time. <u>Trigger</u> - Monthly availability reporting 1. Service Desk manager: Refers to spreadsheet and calculates monthly availability of core systems			

Formula			
<ul style="list-style-type: none"> • % availability = $(\text{Supported hours in month} - \text{Unavailable hours}) / \text{Supported hours in month}$ where: • Supported hours in month = working days in month, Mon to Fri, excluding bank holidays x 10 hours/day i.e. 8am to 6pm • Unavailable hours in month = Total duration of all P1 incidents in the month <p>The formula and process to measure the KPI will be agreed between the parties prior to the Service Transfer Date and will be published in the Service Level Management (SLM) document for the IS service. In the event of a KPI failure prior to the creation of the SLM the Service Provider will calculate the Critical Systems availability based on the measures used by the Authority prior to the Service Transfer Date</p>			
Return Format:			%
Reporting Frequency			
Monthly:	Yes	Quarterly:	No
Data Provider			
1			
2			
Data Source			
Spreadsheet log of P1 incidents - See P1 tab for example Name: LBB_P1.xls Location: \\Lbbarnet\sharedareas\IS\IS Service Desk\09 Service Desk\Priority 1\			
Data Publishing Arrangements			
Annual performance is measured in the same way and submitted as part of CIPFA benchmarking exercise, although this is reported as unavailability of top 5 critical systems (Email, Barnet Online, ICS, Swift, Internet) rather than availability.			
Data Sharing Arrangements			
None, apart from as part of benchmarking described above.			
Comparable Indicator			
LBB-specific. However, the definition of availability is based on SOCITM and CIPFA indicators below and reported as availability rather than unavailability.			
SOCITM ICT benchmarking (KPI 15) ; CIPFA VfM benchmarking (indicator ITS3)			
Data Accuracy Checks			
Check to be implemented: Compare monthly base data to calls logged in Supportworks. All P1 incidents (loss of system) should be in both sources.			
Data Storage and Security			
Spreadsheet stored on IS share, password protected for IS management and service desk staff only. Standard backups allow last 7 daily backups to be recovered and prior versions from monthly archives. Data does not contain personal information of staff .			
Risk details and consequences			
No risks publishing this data. No significant consequences publishing incorrect data.			
Impact of poor performance if below target			
Failure to meet this target could result in lower customer satisfaction or loss of productive staff time across the council, preventing other targets from being met.			
Commercial sensitivity			
Indicator is not commercially sensitive			

2.3.2 IS KPI 14 – User satisfaction with IS Service.

Indicator Reference			
IS KPI 14 - User satisfaction with IS Service.			
Indicator Title			
User satisfaction with IS Service.			
Definition			
Satisfaction rating for support service (IS). The measure being the quartile ranking of the service based on the annual CIPFA benchmark data on User Satisfaction			
Why we are using this indicator			
Able to benchmark against CIPFA respondents and set appropriate target. To assess user satisfaction and whether the needs of the service being met by the IS service			
Person responsible for data collection			
Baseline			
CIPFA 11/12: second to the lowest quartile			
Year End Target			
User survey: Should move up one quartile on the CIPFA user satisfaction rating annually until upper quartile is achieved. If already in upper quartile, then maintain while at the same time achieving at least the same level of score. For example, if the score in one year is 4 and the service is in the upper quartile, then the following year it should remain to be in the upper quartile and scoring at least 4.			
Quarterly Targets			
Q1	Q2	Q3	Q4
n/a	n/a	n/a	Annually
Method of collection			
This information is based on the CIPFA Corporate Services VfM Indicators. It is an annual indicator which forms part of the overall VfM benchmarking exercise. The Survey Tool is an additional service. The minimum sample size is 50% of retained council staff (50% = 958 council staff) - Capita responsible for achieving minimum sample size			
Formula			
CIPFA data and formula is utilised.			
Return Format:			%, No, Days,
Reporting Frequency			
Monthly:	No	Quarterly:	Annually
Data Provider			
1 -			
2 -			
Data Source			
CIPFA User Satisfaction Surveys			
Data Publishing Arrangements			
Yes, in CIPFA VfM reports annually, but with organisations anonymized.			
Data Sharing Arrangements			
Benchmarking data available from CIPFA to subscribers. Shared accordingly			
Comparable Indicator			
Yes			
A large number of upper tier local authorities in England and in London participate in this survey			
Data Accuracy Checks			
Data checked and validated by CIPFA before being returned to local authorities			
Data Storage and Security			
Data is collected via online survey by CIPFA and is stored externally to the LB Barnet network. CIPFA			

USS data stored securely nationally by CIPFA. Emailed to local authorities.
Risk details and consequences
No risks publishing this data. No significant consequences publishing incorrect data.
Impact of poor performance if below target
Failure to meet this target could result in lower customer satisfaction or loss of productive staff time across the council, preventing other targets from being met.
Commercial sensitivity
Indicator is not commercially sensitive

2.3.3 IS KPI 15 – Incident Resolution

Indicator Reference			
IS KPI 16 Incident Resolution			
Indicator Title			
Incident resolution			
Definition			
Percentage of incidents resolved within agreed service levels			
Why we are using this indicator			
Measures ability of service provider to comply with agreed SLA for resolution of incidents. Able to benchmark against CIPFA and set appropriate target.			
Person responsible for data collection			
Baseline			
2011M10 Jan 81% 2011M11 Feb 85% 2011M12 Mar 85% 2012M1 Apr 81% 2012M2 May 78% 2012M3 Jun 85% 2012M4 Jul 86% 2012M5 Aug 86% 2012M6 Sep 82% 2012M7 Oct 80% 2012M8 Nov 82% 2012M9 Dec 83% 2012M10 Jan 86%			
Year End Target			
NSCSO Y1 target: 91% (as per IS spec) Beyond Y1 target should be (upper quartile compared with all CIPFA VFM members, 2011), timescale to be agreed.			
Quarterly Targets			
Q1	Q2	Q3	Q4
n/a	n/a	n/a	n/a
Method of collection			
1. Service desk manager runs report from Supportworks to report monthly total incidents and incidents closed within SLA. Calculates % incidents resolved within SLA			
Formula			
$\% \text{ Incidents resolved within agreed service levels} = \frac{\text{Incidents closed within agreed service levels}}{\text{Total incidents closed}}$			
Definition (CIPFA) An incident is defined as any event which is not part of the standard operation of a service and which causes, or may cause, an interruption to, or a reduction in, the quality of that service. This excludes orders of equipment, requests for change, password changes. Resolution time is measured as the time between incident being logged by the user (for example by phone, e-mail, in person etc) and the incident being resolved i.e. the user is able to carry on with normal work even if through a temporary measure such as loan of equipment. The indicator measure restoration of the service rather than the technical fix for the problem. Refer to IS SLA for definitions of incident priority (P1, P2, P3, P4) and resolution times for each. The formula and process to measure the KPI will be agreed between the parties prior to the Service Transfer Date and will be published in the Service Level Management (SLM) document for the IS service. In the event of a KPI failure prior to the creation of the SLM the Service Provider will			

calculate the Critical Systems availability based on the measures used by the Authority prior to the Service Transfer Date			
		Return Format:	%
Reporting Frequency			
Monthly:	Yes	Quarterly:	No
Data Provider			
1			
2			
Data Source			
Supportworks service management system			
Data Publishing Arrangements			
Yes, in CIPFA VfM reports annually, but with organisations anonymized			
Data Sharing Arrangements			
None, apart from as part of benchmarking described above.			
Comparable Indicator			
Comparable			
CIPFA VfM benchmarking indicator ITP3(a)			
Data Accuracy Checks			
None			
Data Storage and Security			
Data is stored in Supportworks, only accessible by authorised IS staff.			
Risk details and consequences			
No risks publishing this data.			
No significant consequences publishing incorrect data.			
Impact of poor performance if below target			
Failure to meet this target could result in lower customer satisfaction or loss of productive staff time across the council, preventing other targets from being met.			
Commercial sensitivity			
Indicator is not commercially sensitive			

2.4 HR Service

2.4.1 HR KPI 16 – Criminal Records Checks

Indicator Reference			
HR KPI 16 – Criminal Records Checks			
Indicator Title			
Safeguarding - Criminal Records Checks			
Definition			
To facilitate compliance with statutory legislation and Council Policy to ensure that every employee who has a requirement to have a Criminal Record Check (CRB) undertaken, has a valid check in place which should be no more than three years old.			
Why we are using this indicator			
To verify that Council is fully compliant with statutory safeguarding legislation and Council Policies			
Person responsible for data collection			
Baseline			
100% FY11/12			
Year End Target			
100%			
Quarterly Targets			
Q1	Q2	Q3	Q4
100%	100%	100%	100%
Method of collection			
Quarterly validation through the selection of a sample of 25 employees to check for each employee a valid CRB is held which is not more than three years old. Where a valid CRB is not in place, Capita to provide evidence that the agreed chase and escalation to the Council to update the CRB has been undertaken for that role.			
Formula			
No. of valid CRBs / No. of Employees Checked			
Return Format:			%
Reporting Frequency			
Monthly:	No	Quarterly:	Yes
Data Provider			
1.			
2.			
Data Source			
HR Management System (currently SAP)			
Data Publishing Arrangements			
No			
Data Sharing Arrangements			
No			
Comparable Indicator			
LBB Specific			
N/a			
Data Accuracy Checks			
Data accuracy is high Data has been subject to a number of internal and external audits and is monitored on a regular basis by senior managers in key areas such as Children's Service and Adults Contract monitoring by Commissioning Council (Commercial & Assurance)			

Data Storage and Security
Current CRB checks are held on employees record in SAP In progress checks are recorded on HR Connect (HR current case management system) Access to both systems is restricted via password entry
Risk details and consequences
No risks in data collection If data is inaccurate, risk of employees working in sensitive areas without statutory safeguarding checks being in place / Council fail to implement statutory legislation
Impact of poor performance if below target
Council is not compliant with statutory safeguarding legislation
Commercial sensitivity
Indicator is not commercially sensitive

2.4.2 HR KPI 17a - Payroll Accuracy - Payroll Error Rates

Indicator Reference			
HR KPI 17a - Payroll Accuracy - Payroll Error Rates			
Indicator Title			
All Employees are paid accurately			
Definition			
<p>Pay Accuracy - to ensure all employees are paid correctly including ensuring all statutory and other deductions of pay are correct</p> <p>Subject to the following definition: Pay Errors - an error is defined as made directly by HR and excludes any errors resulting from incorrect authorisation or information supplied by line managers</p>			
Why we are using this indicator			
<p>To ensure that Council employees are paid accurately and on time</p> <p>To ensure the Council meets its statutory employment related obligations</p> <p>To prevent losses through overpayments to employees</p>			
Person responsible for data collection			
Baseline			
0.34% Payroll 'inaccuracy' December 2012 - 0.44% January 2013 - 0.23% February 2013 - 0.16%			
Year End Target			
0.30% Payroll 'inaccuracy'			
Quarterly Targets			
Q1	Q2	Q3	Q4
0.34%	0.34%	0.34%	0.30%
Method of collection			
<p>Analysis / Outcomes of external and internal audit reports</p> <p>Contract monitoring by Commissioning Council (Commercial & Assurance)</p> <p>Pay Errors - an error is defined as made directly by HR and excludes any errors resulting from incorrect authorisation or information supplied by line managers</p>			
Formula			
Pay inaccuracy = No. of Payroll Payment Errors / Total No. of Payroll Payments Made (%)			
Return Format:			%, Days,
Reporting Frequency			
Monthly:	Yes	Quarterly:	No
Data Provider			
1			
2			
Data Source			
All data is held in the HR Management System (SAP) or HR Case Management System (HR Connect)			
Data Publishing Arrangements			
No			
Data Sharing Arrangements			
No			
Comparable Indicator			

Pay Date Accuracy - LBB Specific
N/a
Data Accuracy Checks
The data is accurate and has been subject to regular internal and external audit checking
Data Storage and Security
All data is held in the HR Management System (SAP) or HR Case Management System (HR Connect) Access to the systems as restricted via use of passwords
Risk details and consequences
Inaccurate payments to employees could lead to legal / trade union disputes, poor morale, reputational damage to Council and relationship with NSCSO provider, costs of meeting additional expenses incurred by employees as a result of incorrect payment e.g. bank charges
Impact of poor performance if below target
Council fail to meet statutory employment obligations Council could be subject to losses from failure to pay correct pay to employees (eg overpayments) Council will suffer reputational damage
Commercial sensitivity
Indicator is not commercially sensitive

2.4.3 HR KPI 17b - Payroll Accuracy – Correct Pay Date

Indicator Reference			
HR KPI 17b - Payroll Accuracy - Correct Pay Date			
Indicator Title			
All Employees are paid on the correct payroll 'Pay Date'			
Definition			
<p>Pay Date - to ensure all employees are paid on the published 'pay date'</p> <p>Subject to the following definitions:</p> <p>Pay Date - this excludes any non-payments as a result of a customer missing the published HR payroll cut-off date or failure to provide the correctly completed or authorised documentation to HR</p>			
Why we are using this indicator			
<p>To ensure that Council employees are paid on time</p> <p>To ensure the Council meets its statutory employment related obligations</p>			
Person responsible for data collection			
Baseline			
100% Payroll 'Pay Date' 11/12 & 12/13 - monthly			
Year End Target			
100% Payroll 'Pay Date'			
Quarterly Targets			
Q1	Q2	Q3	Q4
100%	100%	100%	100%
Method of collection			
<p>Analysis of Payroll Queries received in the two week following payroll 'pay date' and comparison of the published 'pay date' against date payroll actually paid</p> <p>Analysis / Outcomes of external and internal audit reports</p> <p>Contract monitoring by Commissioning Council (Commercial & Assurance)</p> <p>Pay Date - this excludes any non-payments as a result of a customer missing the published HR payroll cut-off date or failure to provide the correctly completed or authorised documentation to HR</p>			
Formula			
Pay Date = No. of payroll payments paid on time based on Formal Payroll Pay Date / No. of total payroll payments paid			
Return Format:			%, Days,
Reporting Frequency			
Monthly:	Yes	Quarterly:	No
Data Provider			
1			
2			
Data Source			
All data is held in the HR Management System (SAP) or HR Case Management System (HR Connect)			
Data Publishing Arrangements			
No			
Data Sharing Arrangements			
No			
Comparable Indicator			
Pay Date Accuracy - LBB Specific			
N/a			

Data Accuracy Checks
The data is accurate and has been subject to regular internal and external audit checking
Data Storage and Security
All data is held in the HR Management System (SAP) or HR Case Management System (HR Connect) Access to the systems as restricted via use of passwords
Risk details and consequences
Late payroll payments to employees could lead to legal / trade union disputes, poor morale, reputational damage to Council and relationship with NSCSO provider, costs of meeting additional expenses incurred by employees as a result of incorrect or late payment e.g. bank charges
Impact of poor performance if below target
Council fail to meet statutory employment obligations Council could be subject to providing compensation to employees for failing to pay on time Council will suffer reputational damage
Commercial sensitivity
Indicator is not commercially sensitive

2.4.4 HR KPI 18 - Absence and Interventions

Indicator Reference			
HR KPI 18 - Absence and Interventions			
Indicator Title			
HR Absence and Interventions			
Definition			
All projects/interventions that have been agreed are delivered in a rolling quarterly Programme of Work order to positively reduce the Authority's absence in levels where completion is within the Service Providers span of control			
Why we are using this indicator			
To proactively maintain the health and effectiveness of the workforce and to contribute to the improved productivity of the workforce.			
Person responsible for data collection			
Baseline			
N/A the KPI will measure that all HR absence and Intervention projects agreed between the parties are completed			
Year End Target			
<p>Year 1 activities include but are not limited to:</p> <p>implementation of MSS for sickness absence, provision of employee portal and knowledge base, provision of Manager MI dashboards, identification of Authority Delivery Units with higher levels of absence, analysis of long-term absence reasons and provision of recommendations to address long term absence . An ongoing rolling quarterly programme of activities will be jointly agreed with the Authority on a quarterly basis. Year 1 activities will be subject to change where mutually agreed between the parties.</p>			
Q1	Q2	Q3	Q4
pass	pass	pass	pass
Method of collection			
Partnership Transformation Board = HR Projects completed to contractual timescales (year 1) and for each year within timescales agreed through Schedule 15			
Formula			
Number of Projects/Interventions completed against all projects/interventions agreed in the Quarterly Programme of Work where completion is within the Service Providers span of control.			
Return Format:			Days
Reporting Frequency			
Monthly:	No	Quarterly:	Yes
Data Provider			
Data Source			
Transformation Programme Management Tool - projects completed			
Data Publishing Arrangements			
To Transformation Board - Monthly Tracker			
Data Sharing Arrangements			
n/a			
Comparable Indicator			
Comparable Indicator			
CIPFA/CIPD			
Data Accuracy Checks			
None as it is an electronic process, however all data is broken down to personnel sub areas and			

submitted to Directors for comment where any anomalies would be identified. Also if data fluctuates over certain results it is checked to ensure accuracy.
Data Storage and Security
Data is produced from system it cannot be altered. Where spreadsheets are produced including the information they are held on the 's' drive and password protected
Risk details and consequences
Impact of poor performance if below target
Poor value for money provided by the organisation and possible reputational impact.
Commercial sensitivity
Indicator is not commercially sensitive

2.4.5 HR KPI 19 - User satisfaction

Indicator Reference			
HR KPI 19 - User satisfaction			
Indicator Title			
User satisfaction with HR Service			
Definition			
Satisfaction rating for support service (HR). The measure being the quartile ranking of the service based on the annual CIPFA benchmark data on User Satisfaction			
Why we are using this indicator			
To assess user satisfaction and whether the needs of the service being met by the HR service			
Person responsible for data collection			
Baseline			
CIPFA 11/12: lowest quartile			
Year End Target			
User survey: Should move up one quartile on the CIPFA user satisfaction rating annually until upper quartile is achieved. If already in upper quartile, then maintain while at the same time achieving at least the same level of score. For example, if the score in one year is 4 and the service is in the upper quartile, then the following year it should remain to be in the upper quartile and scoring at least 4.			
Quarterly Targets			
Q1	Q2	Q3	Q4
n/a	n/a	n/a	Annually
Method of collection			
This information is based on the CIPFA Corporate Services VfM Indicators. It is an annual indicator which forms part of the overall VfM benchmarking exercise. The Survey Tool is an additional service. The minimum sample size is 50% of retained council staff (50% = 958 council staff) - Capita responsible for achieving minimum sample size			
Formula			
CIPFA data and formula is utilised.			
Return Format:			%, No, Days,
Reporting Frequency			
Monthly:	No	Quarterly:	Annually
Data Provider			
1 -			
2 -			
Data Source			
CIPFA User Satisfaction Surveys			
Data Publishing Arrangements			
No			
Data Sharing Arrangements			
Benchmarking data available from CIPFA to subscribers. Shared accordingly			
Comparable Indicator			
Yes			
A large number of upper tier local authorities in England and in London participate in this survey			
Data Accuracy Checks			
Data checked and validated by CIPFA before being returned to local authorities			
Data Storage and Security			
CIPFA USS data stored securely nationally by CIPFA. Emailed to local authorities.			
Risk details and consequences			
Low scores may indicate user/commissioner dissatisfaction with NSCSO service delivery or that users needs are not being met.			

Impact of poor performance if below target
Reduced ability of the council to provide effective services.
Commercial sensitivity
Indicator is not commercially sensitive

2.5 Procurement Service

2.5.1 PR KPI 20a - Compliance New Contracts

Indicator Reference			
KPIPR 20a - Compliance New Contracts			
Indicator Title			
Compliance with Contract Procedure Rules/Code of Practice (Council Wide Contract Compliance)			
Definition			
% of the value of new contracts over £25k awarded and managed in accordance with CPR's and procurement legislation			
Why we are using this indicator			
To ensure that all Council contracts have been procured in accordance with the Council's Contract Procedure Rules that form part of the Council's constitution			
Person responsible for data collection			
Baseline			
Baseline to be agreed (end Mar 13)			
Year End Target			
ongoing compliance 100%			
PLEASE REFER TO PROC SUMMARY SHEET			
Quarterly Targets			
Q1	Q2	Q3	Q4
100%,	100%,	100%,	100%,
Method of collection			
Contracts will only be put onto IT system as a compliant contract if they have the corresponding signed documentation such as DPR or CRC reports. They also have to have a signed (and if appropriate sealed) contract. If these are not available they will not be allowed to be added to system as a contract. In exceptional circumstances where there is an urgent need a dummy contract will be set up and the contract added to the non-compliant list. It will stay on the list and be measured as non-compliant until the service area provides the correct documentation.			
Formula			
Value of New Compliant Contracts/Value of New Contracts let (both of which are >£25k)			
Return Format:			%
Reporting Frequency			
Monthly:	yes	Quarterly:	yes
Data Provider			
Data Source			
Excel Spreadsheet			
Data Publishing Arrangements			
by email to Assistant Directors			
Data Sharing Arrangements			
N/A			
Comparable Indicator			
LBB Specific			
Data Accuracy Checks			

Corporate Procurement sample and check for accuracy against contract register and compliancy of documentation.
Data Storage and Security
Shared Folder on the T Drive - read only spreadsheet.
Risk details and consequences
No risks to collecting, submitting or publishing data
Impact of poor performance if below target
Damaged reputation to the Council
Commercial sensitivity
Not commercially sensitive. Consequence of poor result is reputational damage to the council

2.5.2 PR KPI 20b - Compliance Legacy Contracts

Indicator Reference			
PR KPI 20b			
Indicator Title			
Compliance with Contract Procedure Rules/Code of Practice (Council Wide Contract Compliance)			
Definition			
% of the value of legacy contracts over £25k managed in accordance with CPR's and procurement legislation			
Why we are using this indicator			
To ensure that all Council contracts have been procured in accordance with the Council's Contract Procedure Rules that form part of the Council's constitution			
Person responsible for data collection			
Baseline			
99.90% (by value)/98.94% (by count) - Dec 12 Monthly Report			
Year End Target			
98.94%			
PLEASE REFER TO PROC SUMMARY SHEET			
Quarterly Targets			
Q1	Q2	Q3	Q4
98.94%	98.94%	98.94%	98.94%
Method of collection			
Contracts will only be put onto IT system as a compliant contract if they have the corresponding signed documentation such as DPR or CRC reports. They also have to have a signed (and if appropriate sealed) contract. If these are not available they will not be allowed to be added to system as a contract. In exceptional circumstances where there is an urgent need a dummy contract will be set up and the contract added to the non-compliant list. It will stay on the list and be measured as non-compliant until the service area provides the correct documentation.			
Formula			
Value of Legacy Compliant Contracts/Value of all legacy contracts (both of which > £25K)			
Return Format:			%
Reporting Frequency			
Monthly:	yes	Quarterly:	yes
Data Provider			
Data Source			
Excel Spreadsheet			
Data Publishing Arrangements			
by email to Assistant Directors			
Data Sharing Arrangements			
N/A			
Comparable Indicator			
LBB Specific			
Data Accuracy Checks			
Corporate Procurement sample and check for accuracy against contract register and compliancy of documentation.			

Data Storage and Security
Shared Folder on the T Drive - read only spreadsheet.
Risk details and consequences
No risks to collecting, submitting or publishing data
Impact of poor performance if below target
Damaged reputation to the Council
Commercial sensitivity
Not commercially sensitive. Consequence of poor result is reputational damage to the council

2.5.3 PR KPI 21 - Effective Contract Management

Indicator Reference			
KPI PR 21 - Effective Contract Management			
Indicator Title			
Effective Contract Management across the Council for Legacy contracts			
Definition			
<p>All Complex/High Risk managed in accordance with Contract Procedure Rules (CPR's) and Code of Practice</p> <p>(Note: Complex/High Risk means legacy contracts over £250k and/or considered high risk. Process for determining high risk in relation to LBB to be developed and agreed prior to contract signature, but will be based on the standard Procurement 4 box model).</p>			
Why we are using this indicator			
The devolved Contract Management must be carried out efficiently in the Council to minimise risk of supply issue. It is also important that there is a common approach which uses common tools and templates so that poor performance is identified for Service Areas and where appropriate across the Council.			
Person responsible for data collection			
Baseline			
No baseline to be confirmed at end of March 2013			
Year End Target			
Legacy Contracts - Demonstrate compliance based upon baseline at end of March 2013 - percentage target to be confirmed in Year 1			
PLEASE REFER TO PROC SUMMARY SHEET			
Quarterly Targets			
Q1	Q2	Q3	Q4
N/A	N/A	N/A	N/A
Method of collection			
Legacy Contracts			
Identify contracts that require appropriate contract management disciplines and negotiate to include the measurements/data as identified;			
Formula			
<p>Legacy Contracts</p> <p>1) Number of legacy contracts that demonstrate 100% compliance with items a)-d) below divided by the total number of legacy contracts</p> <p>a) Number of Strategic Contracts including KPI's divided by the Number of strategic Contracts</p> <p>b) Number of KPI data indicated in contract requirements that are collected and recorded divided by the number of KPI data indicated in contract requirements</p> <p>c) Number of contracts with contract meeting notes and kpi performance divided by the number of contracts</p> <p>d) Number of contracts that have 360 bi-annual review divided by the total number of contracts due for bi-annual reviews</p> <p>Note: Contract Management is outside the scope of the Output Specification and is devolved to individual LBB directorates. Council CPRs require all contract managers to undergo Procurement training, including the importance of including KPIs and measuring performance against them on a regular basis. Non-compliance is reported to the Board. The stance taken by Corporate Procurement is that strategic procurements that do not comply should be stopped. In future all procurements over</p>			

£10k will be required to go through the ePortal so Corporate Procurement will have visibility of them even if it is not directly involved.

Notwithstanding the foregoing Corporate Procurement operated by the NSCSO will have no ultimate sanction to prevent an LBB service area from taking a non-compliant course of action. Should such an event occur and the NSCSO can demonstrate that it has taken all reasonable steps to try to ensure compliance then LBB will accept that the NSCSO has itself complied fully with this KPI.

The same qualification should apply to monitoring of supplier performance against a contract. The NSCSO can only collect performance information but will have no power to enforce compliance by service areas. The limit of responsibility of the NSCSO is to report on and escalate exceptions to the Procurement Governance Board.

Return Format:		%	
Reporting Frequency			
Monthly:	Yes	Quarterly:	yes
Data Provider			
Data Source			
Review of contract management repository			
Data Publishing Arrangements			
No			
Data Sharing Arrangements			
No			
Comparable Indicator			
LBB specific			
Data Accuracy Checks			
Corporate Procurement sample and check for accuracy against contract register and compliancy of documentation.			
Data Storage and Security			
Shared Folder on the T Drive - read only spreadsheet.			
Risk details and consequences			
No risk in data accuracy but lack of contract management could lead to reputational damage to the Council			
Impact of poor performance if below target			
Supplier may not provide contracted services and goods leading to poor customer satisfaction			
Commercial sensitivity			
No risk in data accuracy but lack of contract management could lead to reputational damage to the Council			

2.5.4 PR KPI 22a - Procurement Pledge - Apprenticeships

Indicator Reference			
KPI PR 22a - Procurement Pledge - Apprenticeships			
Indicator Title			
Success of the London Council Procurement Pledge on Employment and Skills			
Definition			
No of apprenticeships through new procurement activity No of apprenticeships within existing supply chain			
Why we are using this indicator			
Successful Borough where there are opportunities for local residents to have skills development through apprenticeships and on the job training			
Person responsible for data collection			
Baseline			
Baseline Not previously measured as this is new. However, Hampshire County Council announced on 30 November 12 that they would be creating 1000 new apprenticeships over 5 years.			
Year End Targets			
4			
PLEASE REFER TO PROC SUMMARY SHEET			
Quarterly Targets - year 1			
Q1	Q2	Q3	Q4
1	1	1	1
Method of collection			
Not all procurements would result in vendor that could offer apprenticeships (eg SME) therefore at beginning of procurement the process will include a yes/no decision (which should be based on category, strategic or high value contract) as to whether the procurement contract requires the provider to offer apprenticeships. For those procurements and corresponding contracts there will be a KPI that sets a target for apprenticeships. The contract manager will review the KPI and monitor vendor performance.			
Formula			
No. of Apprenticeship placements created (Cumulative)			
Return Format:			No, %
Reporting Frequency			
Monthly:	no	Quarterly	Yes
Data Provider			
Data Source			
Contract awarded and placed on a spreadsheet to formulate an annual return			
Data Publishing Arrangements			
No but should be reported retained client quarterly			
Data Sharing Arrangements			
London councils			
Comparable Indicator			
Yes			
Under London Councils Procurement Pledge			
Data Accuracy Checks			
Contract Manager to obtain proof of reported numbers by seeing names and job titles/training assignment. Corporate Procurement and/or Internal Audit to carry out spot check with vendor to			

clarify numbers are correct.
Data Storage and Security
Shared folder and website of the London Councils which will be published
Risk details and consequences
No
Impact of poor performance if below target
Not meeting our obligations and reputational damage to Barnet Council
Commercial sensitivity
No

2.5.5 PR KPI 22b - Procurement Pledge – Work Experience

Indicator Reference			
KPI PR 22b - Procurement Pledge - Work Experience			
Indicator Title			
Success of the London Council Procurement Pledge on Employment and Skills			
Definition			
No of work experience placements through new procurement activity No of work experience opportunities within existing supply chain			
Why we are using this indicator			
Successful Borough where there are opportunities for local residents to have skills development through work experience			
Person responsible for data collection			
Baseline			
Baseline Not previously measured			
Year End Targets			
16			
PLEASE REFER TO PROC SUMMARY SHEET			
Quarterly Targets - year 1			
Q1	Q2	Q3	Q4
4	4	4	4
Method of collection			
Not all procurements would result in vendor that could offer work experience (eg SME) therefore at beginning of procurement the process will include a yes/no decision (which should be based on category, strategic or high value contract) as to whether the procurement contract requires the provider to offer work experience to support the local community. For those procurements and corresponding contracts there will be a KPI that sets a target for work experience. The contract manager will review the KPI and monitor vendor performance.			
Formula			
No. of New Work Experience placements created			
Return Format:			No, %
Reporting Frequency			
Monthly:	no	Quarterly	Yes
Data Provider			
Data Source			
Contract awarded and placed on a spreadsheet to formulate an annual return			
Data Publishing Arrangements			
No but should be reported retained client quarterly			
Data Sharing Arrangements			
London councils			
Comparable Indicator			
Yes			
Under London Councils Procurement Pledge			
Data Accuracy Checks			
Contract Manager to obtain proof of reported numbers by seeing names and job titles/training assignment. Corporate Procurement and/or Internal Audit to carry out spot check with vendor to clarify numbers are correct.			

Data Storage and Security
Shared folder and website of the London Councils which will be published
Risk details and consequences
No
Impact of poor performance if below target
Not meeting our obligations and reputational damage to Barnet Council
Commercial sensitivity
No

2.5.6 PR KPI 23 - Procurement – User Satisfaction

Indicator Reference			
KPI PR 23 - Procurement - User satisfaction			
Indicator Title			
User satisfaction with Procurement Service			
Definition			
Satisfaction rating for support service (Procurement). The measure being the quartile ranking of the service based on the annual CIPFA benchmark data on User Satisfaction			
Why we are using this indicator			
To assess user satisfaction and whether the needs of the service being met by the Procurement service			
Person responsible for data collection			
Baseline			
CIPFA 11/12: lowest quartile			
Year End Target			
User survey: Should move up one quartile on the CIPFA user satisfaction rating annually until upper quartile is achieved. If already in upper quartile, then maintain while at the same time achieving at least the same level of score. For example, if the score in one year is 4 and the service is in the upper quartile, then the following year it should remain to be in the upper quartile and scoring at least 4.			
Quarterly Targets			
Q1	Q2	Q3	Q4
n/a	n/a	n/a	Annually
Method of collection			
This information is based on the CIPFA Corporate Services VfM Indicators. It is an annual indicator which forms part of the overall VfM benchmarking exercise. The Survey Tool is an additional service. The minimum sample size is 70% of retained council staff budget holders (70% = 126 council staff) - Capita responsible for achieving minimum sample size			
Formula			
CIPFA data and formula is utilised.			
Return Format:			%, No, Days,
Reporting Frequency			
Monthly:	No	Quarterly:	Annually
Data Provider			
1 -			
2 -			
Data Source			
CIPFA User Satisfaction Surveys			
Data Publishing Arrangements			
No			
Data Sharing Arrangements			
Benchmarking data available from CIPFA to subscribers. Shared accordingly			
Comparable Indicator			
Yes			
A large number of upper tier local authorities in England and in London participate in this survey			
Data Accuracy Checks			
Data checked and validated by CIPFA before being returned to local authorities			
Data Storage and Security			
CIPFA USS data stored securely nationally by CIPFA. Emailed to local authorities.			

Risk details and consequences
Low scores may indicate user/commissioner dissatisfaction with NSCSO service delivery or that users needs are not being met.
Impact of poor performance if below target
Reduced ability of the council to provide effective services.
Commercial sensitivity
Indicator is not commercially sensitive

2.6 Estates Service

2.6.1 EST KPI 24a – Civic Estates Condition

Indicator Reference			
KPI EST 24a - Civic Estates Condition			
Indicator Title			
Property Performance - Civic Estate Condition			
Definition			
This KPI measures the condition of the Council's Civic Estate (only where the Authority has tenant's responsibilities for NLBP 2&4) property portfolio in accordance with a set of agreed indicators (i.e. RICS). These indicators will be agreed as part of a baselining exercise at the SCD and then be used to evidence whether each building in the portfolio meets the required condition standard			
Why we are using this indicator			
The KPI enables the Council to monitor whether its property assets meet the criteria it has set for its occupation and use of property assets. It also provides a benchmark / standard against which it can measure its on-going, year on year funding requirements to meet those standards . The indicators are fundamental in providing the Council with the estimated costs it needs to fund if its strategic objective is to inherit, at the end of the Partnership, an estate that at the end of a ten year period continues to meet its initial, 2013 condition requirements.			
Person responsible for data collection			
Baseline			
The Council's property condition standards will be established and agreed once the Council has received the results of its externally - commissioned Condition Schedules for those buildings contained within the Civic Estate. Those results will also set the inherited baseline condition for each building and enable the Council to identify any works that it intends to fund if it wishes to set the condition standard it requires at a higher level. Service provider can then advise on any particular funding requirements that this may require and the Council will be able to take an informed strategic decision on affordability issues or whether to amend its strategic property requirements			
Year End Target			
Service provider's responsibility is, where it has budget responsibility and an agreed level of budget from the Council, to ensure that buildings are maintained in line with the Council's condition requirements, thus being available for their stated use and being maintained to the required state of repair. Buildings managed under this process will be handed back to the Council in no worse condition (using RICS professional guidance standards) than that which the Council has established as being its requirement and for which the Council has provided the appropriate level of funding over the period of the Partnership.			
Quarterly Targets			
Q1	Q2	Q3	Q4
Not applicable	Not applicable	Not applicable	Not applicable
Method of collection			
In order to ensure that the Council's stated policy for the maintenance of Civic Estate Buildings is discharged, Service provider will maintain and collect data from within the Estates Service to monitor and ensure that all agreed, Council-funded works required to meet condition standards have been undertaken			
Formula			
The process for ensuring that the Civic Estate Buildings are maintained to the Council's required standard will be for Service provider to evidence to the Council, two months prior to the start of each contract year start, that the required allocation of R&M Budgets necessary to maintain its Civic Estate has been secured for the next contract year. This is a pass or fail measure.			
Service provider will then manage and monitor that budget allocation throughout the year. At a point			

not later than two months after the end of each contract year, Service provider will again evidence to the Council that the required building condition standard has been maintained at the agreed and baselined level for the preceding contract year (based on RICS). This is a Pass or Fail measure.

To verify that Service provider is maintaining the buildings throughout the term of the contract for their intended use a checklist for each building and its associated uses will be developed jointly between the Council and Service provider before service commencement date and will include standards such as cleanliness, temperature, lighting, furnishings and equipment. This checklist will be updated when different uses are subsequently agreed for the spaces within the buildings. This is a Pass or Fail measure.

Return Format:		%, No,	
Reporting Frequency			
Half-yearly:	Yes (Status Update)	Annually:	Yes
Data Provider			
Data Source			
Council building condition document, SAP & spreadsheets, surveys and lease agreements, occupation surveys, schedule of condition surveys, planned maintenance schedule, repairs and maintenance reports			
Data Publishing Arrangements			
No			
Data Sharing Arrangements			
No			
Comparable Indicator			
Civic Estate - Barnet specific			
See above			
Data Accuracy Checks			
Surveys are spot checked, condition surveys are undertaken by appropriately qualified personnel and site visual inspections are undertaken			
Data Storage and Security			
All data is stored on spreadsheets with the exception of lease agreements and condition surveys where PDF files are kept on shared drives. Data is stored in line with FOI and Data Protection Act. Once the integrated asset management system is introduced data will be held on this system in one place			
Risk details and consequences			
The main risk is if the finance system fails; in which case the data on running costs will not be able to be obtained/verified. If the repairs and maintenance of buildings is not carried out efficiently this will have a negative impact on the condition of the portfolio			
Impact of poor performance if below target			
The Council will not be able to achieve the property condition standards it requires; this will result in a deterioration in value in its estate, increased dilapidations exposure in leased properties and reduced Service provider receipts opportunities if it seeks to sell freehold property assets.			
Commercial sensitivity			
The information provided will be commercially sensitive as it will provide a guide as to the open market value of the Council's property portfolio.			

2.6.2 EST KPI 24b – Statutory Condition

Indicator Reference
KPI EST 24b - Statutory Condition
Indicator Title
Building Key Statutory Compliance
Definition
<p>KPI to measure % of buildings that meet statutory legislation with respect to 5 key statutory compliance test areas (Asbestos, Gas, Electricity, Water and Fire). Buildings in scope covered by this KPI fall into 3 categories 1) Civic Estate comprising Mill Hill Depot, Hendon Town Hall, Colinghurst, Friary and Barnet House. These buildings are occupied by the Council and LBB has direct responsibility for ensuring statutory compliance is maintained. 2) NLBP 2 & 4. These buildings are occupied by the Council but the Council's landlord has responsibility for ensuring statutory compliance. As an occupier with staff on these sites, both LLB and Service provider have a duty of care to ensure that the landlord has discharged his duties 3) The remaining property asset portfolio excluding the above properties. These buildings are owned by the Council but the individual building occupiers are responsible for undertaking the statutory compliance testing.</p> <p>This KPI (25) will come into force subject to each building within the Civic Estate having been verified as being fully compliant with all of its statutory compliance obligations. Once an individual building is verified as being fully compliant, the KPI will take immediate effect in respect of that building.</p> <p>This KPI documents the different obligations that Service provider has to discharge in respect of each of the three categories of LLB buildings.</p> <p>1) Civic estate. As Managing Agent, Service provider will have responsibility for the following compliance processes:</p> <ol style="list-style-type: none"> Gathering and storage of the data on Info Exchange, Management of the test and certification service delivery process through the Council's supply chain, Responding to and managing completion of remedial actions following the test, Advising the Council of the funds it needs to complete the remedial work actions Monitoring, reporting and escalating poor supplier performance and areas of non-compliance issues to LBB including unapproved urgent remedial work, for urgent action <p>2) NLBP 2 and 4. Service provider will have responsibility for the following compliance processes:</p> <ol style="list-style-type: none"> Identify the responsibilities for property compliance that are with the Building Freeholder or Head Leaseholder and define those that are retained by the Council as Lessee. Once identified, ensure that the appropriate responsible person has discharged their compliance obligations. Introduce monitoring regimes to ensure the defined responsibilities are being adhered to – this will be monitored by through Info Exchange a separate tab Monitoring, reporting and escalating areas of non-compliance. In the event of non-compliance, escalate and advise LBB on urgent actions required to address and eradicate non-compliance. <p>3) The remaining estate -- LLB commercial estate and community buildings: Direct responsibility for delivering compliance remains with the Building Occupier. Service provider will have responsibility for the following compliance processes:</p> <ol style="list-style-type: none"> Provide a system for capturing and reporting on the compliance data Advising building occupiers of any failures and providing support to facilitate the completion of urgent remedial action at the occupier's cost. Monitoring, reporting and escalating areas of non-compliance In the event of non-compliance escalate and advise LBB on urgent actions required to address and eradicate non-compliance.
Why we are using this indicator

To ensure that there is a safe environment for Barnet's citizens and workforce to visit and occupy. To ensure that the Council is able to discharge its statutory compliance obligations in the five key areas of statutory compliance

Person responsible for data collection

Baseline

Council to provide Service provider with baseline data as part of post contract due diligence. The baseline data needs to be cross referenced by the use of a Unique Property Reference Number. In the event of the Council being unable to demonstrate existing compliance, Service provider will require a plan from the Council that will remove all non-compliances.

Year End Target

KPI measurement / targets are:

1) Civic Estate (excluding NLBP 2 & 4): Service provider to ensure that 100% of Civic buildings are fully compliant or where there are non-compliances that there is an action plan to remedy. This is a pass or fail measure.

2) NLBP 2 & 4: The service provider shall provide a report on either full compliance or if there is no full compliance, then the service provider shall provide evidence of requests for an action plan and inform the Council in the event that the action plan has not been provided to the service provider within 28 days of request. This is a pass or fail measure.

3) The remaining property asset portfolio excluding the above properties -- The service provider shall provide a report on either full compliance or if there is no full compliance, then the service provider shall provide evidence of requests for an action plan and inform the Council in the event that the action plan has not been provided to the service provider within 28 days of request. This is a pass or fail measure.

Quarterly Targets

Q1	Q2	Q3	Q4
As annual target	As annual target	As annual target	As annual target

Method of collection

For the Civic estate buildings & where required to do so in respect of NLBP 2 & 4 :the Building Services Manager will instruct contractors to undertake the range of surveys on behalf of the Council and provide relevant certifications. For the remaining estate (LLB commercial estate and community buildings) : the Building Services Manager will make arrangements to provide the evidence to demonstrate that compliance testing has been undertaken, together with the results for each test area. Such data to be supplied to the Building Services Manager in a timely fashion e.g. before the expiry of certification. These arrangements need to be set out and agreed with tenants of all properties within the Council's property portfolio and with the landlord in respect of NLBP 2 & 4. Note: if tenants fail to supply information by the due date they may be in breach of their tenancy which may lead to eviction, or alternatively the provider may undertake the surveys on behalf of the tenant and recover the fees.

Formula

For the Civic Estate (excluding NLBP 2 and 4): For all buildings in this category, the Service provider to ensure that 100% of Civic buildings are fully compliant or where there are non-compliances that there is an action plan to remedy. This is a pass or fail measure.

For NLBP 2 & 4: The service provider shall provide a report on either full compliance or if there is no full compliance, then the service provider shall provide evidence of requests for an action plan and inform the Council in the event that the action plan has not been provided to the service provider within 28 days of request. This is a pass or fail measure.

For the entire property asset portfolio excluding the above properties: The service provider shall provide a report on either full compliance or if there is no full compliance, then the service provider shall provide evidence of requests for an action plan and inform the Council in the event that the

action plan has not been provided to the service provider within 28 days of request. This is a pass or fail measure.			
Return Format:		Info Exchange report	
Reporting Frequency			
Monthly:	Yes	Quarterly:	Yes
Data Provider			
1) For the Civic Estate (defined above) each contractor will supply the findings of the surveys undertaken to the Building Services Manager. 2) For NLBP 2 & 4 plus the remaining LLB commercial estate and community buildings - the tenant of the property or the Council's landlord will be responsible for carrying out the tests and forwarding the results e.g. report or certification, to the Building Services Manager. A list of all properties and their tenants will form part of the data that is handed over to the provider.			
N/A			
Data Source			
[REDACTED]			
Data Publishing Arrangements			
No			
Data Sharing Arrangements			
No			
Comparable Indicator			
Comparable Indicator			
Other similar organisations reporting on estate/building statutory compliance obligations			
Data Accuracy Checks			
The data is collected by appropriately qualified, competent contractors who are approved suppliers e.g. gas safety testing is carried out by Gas Safe registered professionals			
Data Storage and Security			
All information will be stored on a Service provider-provided dedicated software solution (Info Exchange)			
Risk details and consequences			
Significant risk to health and safety, possibility of prosecution as well as reputational damage			
Impact of poor performance if below target			
Council will be in breach of its statutory obligations and faces potential prosecution			
Commercial sensitivity			
No			

2.6.3 EST KPI 25 – FM Incident Resolution

Indicator Reference			
KPI EST 25 - FM Incident Resolution			
Indicator Title			
Facilities Management Incident Resolution			
Definition			
KPI to measure performance against the timescales agreed to resolve FM calls logged by customers			
Why we are using this indicator			
To ensure that all incidents logged in relation to FM building services are carried out in an efficient and timely manner and in accordance with agreed timescales			
Person responsible for data collection			
[REDACTED]			
Baseline			
<p>A baseline is being produced using the data for the number of FM-related jobs logged and the number of jobs resolved for the period April 2012 - December 2012. Currently the service does not monitor job completion by timescale against remedy targets e.g. urgent, non urgent, routine. The categorisation to be used post service commencement will be agreed with Capita during mobilisation. Capita proposed categories at BAFO - Emergency 30 mins; Urgent 4 hrs; routine 48 hrs (not including weekends and public holidays); standard 5 working days</p> <p>February 2012 - 166 March 2012 - 133 April 2012 - 101 May 2012 - 131 June 2012 - 108 July 2012 - 56 August 2012 - 25 September 2012 - 101 October 2012 - 155 November 2012 - 64 December 2012 - 101 January 2013 - 68</p>			
Year End Target			
TBC			
Quarterly Targets			
Q1	Q2	Q3	Q4
No change proposed	No change proposed	No change proposed	No change proposed
Method of collection			
The incident/job request is logged by the customer on the service desk via telephone or e-mail. Facilities Management monitor requests and access the urgency of the action required. The customer is provided with a timescale for resolving the incident/completing the job request and a job is allocated. Jobs requiring a contractor are then booked via Building Services. Once the task / job is completed the service desk log will be updated. Customers will be advised of the progress of their job via email.			
Formula			
% of jobs completed within the appropriate reporting category (e.g. Emergency 30 mins, Urgent 4 hours, etc) divided by the total number of jobs received in each category			
Return Format:			%, No, Days,
Reporting Frequency			
Monthly:		Quarterly:	Yes
Data Provider			
[REDACTED]			

Data Source	
Service Desk and Building Services	
Data Publishing Arrangements	
No	
Data Sharing Arrangements	
No	
Comparable Indicator	
No	
Data Accuracy Checks	
A sampling system will be agreed to periodically carry out a sample of jobs undertaken that measures jobs against an agreed set of criteria	
Data Storage and Security	
Data is currently on spreadsheets but this will be migrated to the new Property Asset Management System	
Risk details and consequences	
No risk to data collection as this will be generated from the new Property Asset Management System. Incorrect reporting will be mitigated by the use of sample surveys. Incorrect reporting would result in data not reporting correct level of compliance and not providing a sound basis for improving performance.	
Impact of poor performance if below target	
Client complaints, failure to resolve key reactive building issues, could lead to increased costs in the long term.	
Commercial sensitivity	
No	

2.6.4 EST KPI 26 – Asset Disposals

Indicator Reference			
KPI EST 26 - Asset Disposals			
Indicator Title			
Asset Disposals Annual Receipts Target			
Definition			
The performance of the Service Provider (Estates Service) in achieving the agreed-Asset Disposals Annual Receipts Target.			
Why we are using this indicator			
To measure the performance and effectiveness of the Estates Service Provider in achieving the agreed annual Asset Disposals Receipts Target			
Person responsible for data collection			
Baseline			
The total value of the agreed annual Asset Disposals Annual Receipts Target as scheduled of work. The baseline is taken from the current 3 year Disposals Programme.			
Data supplied via Data room			
Year End Target			
The Target is for the Service Provider to achieve 98% of the total value of the agreed Asset Disposals Annual Receipts Target as scheduled.			
Quarterly Targets			
Q1	Q2	Q3	Q4
N/A annual target	N/A annual target	N/A annual target	N/A annual target
Method of collection			
Asset Disposals Annual Receipts are verified and accounted for via SAP each month			
Formula			
Asset Disposals Annual Receipts -is the gross value of receipts from asset disposals accounted for in any one contract year. The formula is calculated by taking the total value of gross receipts in the contract year divided by the agreed Asset Disposals Annual Receipts Target as scheduled. The KPI pass figure is 98%			
Return Format:			%, No, Days,
Reporting Frequency			
Half-yearly:	Yes	Annually:	Yes
Data Provider			
Data Source			
SAP & password-protected spreadsheets			
Data Publishing Arrangements			
No			
Data Sharing Arrangements			
No			
Comparable Indicator			
Asset Disposals Annual Income - Barnet Specific			
See above			
Data Accuracy Checks			
Receipts from individual Asset Disposals are-checked against the agreed Asset Disposals Annual Receipts Target as scheduled			
Data Storage and Security			

All data is stored on spreadsheets. Data is stored in line with FOI and Data Protection Act. Once the integrated asset management system is introduced data will be held on this system.
Risk details and consequences
The main risk is if the finance system contains inaccurate records of receipts and then the data cannot then be verified.
Impact of poor performance if below target
A poor performing property portfolio will reduce the Council's ability to-manage the estate for the benefit of Barnet citizens; maximise receipts; and fund the Council's corporate objectives.
Commercial sensitivity
Information regarding Asset Disposals Receipts is likely to be commercially sensitive prior to completion of each transaction.

2.6.5 EST KPI 27 – User Satisfaction Estates

Indicator Reference			
KPI EST 27 - User Satisfaction Estates			
Indicator Title			
User satisfaction with Estates Service			
Definition			
Satisfaction rating for support service (Estates). The measure being the quartile ranking of the service based on the annual CIPFA benchmark data on User Satisfaction			
Why we are using this indicator			
To assess user satisfaction and whether the needs of the service are being supported by the Estates support service			
Person responsible for data collection			
Baseline			
CIPFA 11/12: second to the highest quartile (NOTE: assume that this is the current baseline and that Council will provide this)			
Year End Target			
User survey: Performance should move up by one quartile on the CIPFA User Satisfaction Rating until upper quartile performance is achieved. If already in upper quartile, then maintain rating whilst at the same time achieving at least the same level of score. For example, if the score in one year is 4 and the service is in the upper quartile, then the following year it should remain in the upper quartile and score at least 4.			
Quarterly Targets			
Q1	Q2	Q3	Q4
n/a	n/a	n/a	Annually
Method of collection			
This information is based on the CIPFA Corporate Services VfM Indicators. It is an annual indicator which forms part of the overall VfM benchmarking exercise. The Survey Tool is an additional service. The minimum sample size is 50% of retained council staff (50% = 958 council staff) - Capita responsible for achieving minimum sample size			
Formula			
CIPFA data and formula is utilised.			
Return Format:			%, No, Days,
Reporting Frequency			
Monthly:	No	Quarterly:	Annually
Data Provider			
1 -			
2 -			
Data Source			
CIPFA User Satisfaction Surveys			
Data Publishing Arrangements			
No			
Data Sharing Arrangements			
Benchmarking data available from CIPFA to subscribers. Shared accordingly			
Comparable Indicator			
Yes			
A large number of upper tier local authorities in England and in London participate in this survey			
Data Accuracy Checks			
Data checked and validated by CIPFA before being returned to local authorities			
Data Storage and Security			

CIPFA USS data stored securely nationally by CIPFA. Emailed to local authorities.
Risk details and consequences
Low scores may indicate user/commissioner dissatisfaction with NSCSO service delivery or that users needs are not being met.
Impact of poor performance if below target
Reduced ability of the Council to provide effective services.
Commercial sensitivity
No

2.6.6 EST KPI 28 – Occupancy and Utilisation Year 2

Indicator Reference			
KPI EST 28 - Occupancy and Utilisation Year 2			
Indicator Title			
Occupancy and Utilisation			
Definition			
KPI to record occupancy and utilisation indicators in respect of the Civic Estate property portfolio: NLBP 2 & 4; Barnet House; Mill Hill depot; Hendon Town Hall; Colinhurst (note - Friary House not included as rented out to non service area). This indicator reports on the total number of office floor space measured in square metres occupied each service area within the stated buildings of the Civic Estate.			
Why we are using this indicator			
To ensure the occupancy of the Civic Estate office space meets agreed targets and that there is a reduction in office accommodation that will lead to the savings commitment by the Service Provider. The indicator will also enable the Service Provider to advise the Council on future office utilisation needs and options.			
Person responsible for data collection			
Baseline			
The Council is currently collecting the baseline data and this will be completed by the service commencement date. The baseline data will consist of total square metres of floor space of civic estate broken down by building, numbers of staff and floorspace in square metres occupied by service area within each building.			
Year End Target			
During Year 1 the parties will agree a number of initiatives and proposals that will improve occupancy levels through Schedule 15. The target for reduction in office space will be a 10% reduction in space currently occupied by service areas at the end of year 2, rising to a minimum 20% reduction by the end of year 5. In addition to the above, targets to ensure continuous improvement in occupancy and utilisation levels will be set within six months of contract commencement.			
Quarterly Targets			
Q1	Q2	Q3	Q4
Not applicable	Half year target	Not applicable	Full year target
Method of collection			
Once the initial target position has been agreed, an audit on occupancy and utilisation will be carried out every six months. The Service Provider will obtain data returns from each service area occupying space within the Civic Estate which will be used to determine and update the occupancy and utilisation data records.			
Formula			
The percentage reduction in space occupied by service area will be calculated by : $(A - B) / A \times 100$ where: A = Number of square metres occupied by staff in the Civic Estate at baseline B = Number of square metres occupied by staff in the Civic Estate at the end of year 2 (or at the end of year 5 as the case may be).			
Return Format:			%, No,
Reporting Frequency			
Half Yearly:	Yes	Annually:	Yes
Data Provider			
Data Source			

SAP & spreadsheets, Service Area data collection, Occupation Surveys and lease agreements.
Data Publishing Arrangements
No
Data Sharing Arrangements
No
Comparable Indicator
Civic Estate floorspace and staff numbers - Barnet specific. Percentage of buildings utilised comparable with other similar organisations e.g. Local Authority Partnerships
See above
Data Accuracy Checks
Data provided by Service Areas will be verified by spot checks. SAP data can be used to check occupancy charges per service area. Surveys on floor areas are undertaken by approved contractors or staff with appropriate professional qualifications. Inspections are undertaken by surveyors and technical staff and verified against lease/licence agreements and other property records.
Data Storage and Security
All data is stored on spreadsheets with the exception of lease agreements and condition surveys where PDF files are kept on shared drives. Data is stored in line with FOI and Data Protection Act requirements. Once the integrated asset management system is introduced, data will be held on this system.
Risk details and consequences
The main risk is if the finance system fails; in which case the data on occupancy costs will not be able to be obtained/verified. There is also a risk that Service Areas do not submit their returns on time.
Impact of poor performance if below target
A poor performing Civic Estate will reduce the Council's ability to use its portfolio to optimise occupancy for the benefit of Barnet citizens; will not maximise income-generation opportunities and will not provide the option for the Council to flexibly utilise its use of a strategic asset to meet its corporate objectives
Commercial sensitivity
No

2.7 Finance Service

2.7.1 FIN KPI 29 – Variance to Budget

Indicator Reference			
FIN KPI 29 - Variance to Budget			
Indicator Title			
coming in on budget - % or £ variance to budget for the Council Variation of forecast or actual outturn from latest budget			
Definition			
Variation between General Fund forecast or actual outturn and latest budget. The General Fund forecast (for quarters 1, 2 or 3) or actual outturn (at quarter 4) is the General Fund service expenditure as reported to CRC. The latest budget is the revised budget being reported to CRC.			
Why we are using this indicator			
To monitor the variation between General Fund forecast or actual outturn and latest budget			
Person responsible for data collection			
Baseline			
0.74% (based on Q2 2012/13), 0.43% (based on 2012/13 quarter 1; 2011/12 final outturn and 2011/12 quarter 3)			
Year End Target			
0%			
Quarterly Targets			
Q1	Q2	Q3	Q4
0%	0%	0%	0%
Method of collection			
Figures are published as part of monthly monitoring CRC report - these figures will be used to calculate the KPI			
Formula			
Difference between forecast (or actual) outturn and latest budget / latest budget			
Return Format:			%
Reporting Frequency			
Monthly:	No	Quarterly:	Yes
Data Provider			
Data Source			
This information is originally sourced from all the services who produce the quarterly budget monitoring position. This is on a number of service specific spreadsheets in each finance team. This is consolidated into a report that goes to CRC each quarter.			
Data Publishing Arrangements			
The data source is reported to CRC on a monthly basis. The KPI is not reported, but easily calculable.			
Data Sharing Arrangements			
No			
Comparable Indicator			
Comparable to other LAs			
All LAs			
Data Accuracy Checks			
Finance teams challenge the information provided by the service. Further review and challenge by			

Closing & Monitoring Team and senior management and CDG
Data Storage and Security
Monitoring forecasts recorded on spreadsheets. These are held on the Shared drive which is limited to Finance access which is password protected.
Risk details and consequences
No risk to collection, submission or publication of data - already published anyway in CRC report. Risk of data being incorrect - will give a false picture of the Council's financial positions on which financial decisions may be based.
Impact of poor performance if below target
The Council will overspend or underspend
Commercial sensitivity
No

2.7.2 FIN KPI 30 – Budget Savings

Indicator Reference			
FIN KPI 30 - Budget Savings			
Indicator Title			
Percentage savings implemented: quality of budget planning process outcome			
Definition			
Using the financial forward plans to assess whether savings have been achieved or substituted. If the savings are non achievable actions plans need to be looked at.			
Why we are using this indicator			
To ensure ownership of the budgets and to ensure that savings proposed are being achieved			
Person responsible for data collection			
Baseline			
100% for 11/12. 2012/13 Q2 is 90.66%			
Year End Target			
100%			
Quarterly Targets			
Q1	Q2	Q3	Q4
85%	91%	100%	100%
Method of collection			
The financial forward plans are used to formulate a combined summary sheet. This is distributed to members of F&BP who need to come back in time for Q1 monitoring deadlines			
Formula			
£ of savings for the year/£ of savings achieved at quarterly intervals			
Return Format:			% and value of savings not achieved
Reporting Frequency			
Monthly:	No	Quarterly:	Yes
Data Provider			
1			
2			
Data Source			
Data is provided via the quarterly monitoring and is based on the savings targets set against how many have been achieved.			
Data Publishing Arrangements			
CRC - Quarterly			
Data Sharing Arrangements			
None			
Comparable Indicator			
LBB Specific			
Data Accuracy Checks			
Checks can be carried out to ensure that the service area that the saving is taken from is managing its budget.			
Data Storage and Security			
Spreadsheets and use of Financial Forward Plans which are password protected			
Risk details and consequences			
None			
Impact of poor performance if below target			

Overspends will appear in areas where savings are not achieved
Commercial sensitivity
N/A

2.7.3 FIN KPI 31 – Draft Statement of Accounts

Indicator Reference			
FIN KPI 31 – Draft Statement of Accounts			
Indicator Title			
Production of draft Statement of Accounts and to pass to the Council's external auditors, and provide External Audit with all working papers to the Statement of Accounts			
Definition			
Statement of Accounts to be produced in line with all statutory and CIPFA requirements. All working papers will be as per External Auditor requirements			
Why we are using this indicator			
To monitor the timeliness of the production of the unaudited Statement of Accounts			
Person responsible for data collection			
Baseline			
31-May (achieved for the previous two years) for providing accounts to External Auditors 07-June (achieved in 2011/12) for providing working papers to External Auditors			
Year End Target			
31-May			
Quarterly Targets			
Q1	Q2	Q3	Q4
n/a	n/a	n/a	31-May
Method of collection			
Relevant dates recorded			
Formula			
n/a			
		Return Format:	Dates
Reporting Frequency			
Monthly:	No - annually	Quarterly:	No - annually
Data Provider			
Data Source			
Data Publishing Arrangements			
Not required, but often reported in the ISA260			
Data Sharing Arrangements			
No			
Comparable Indicator			
All LAs would do this, but not necessarily record this.			
Data Accuracy Checks			
No			
Data Storage and Security			
Data not currently stored			
Risk details and consequences			
No			
Impact of poor performance if below target			
Statement of Accounts would not be produced in a timely manner			
Commercial sensitivity			

No

2.7.4 FIN KPI 32 – External Audit

Indicator Reference			
FIN KPI 32 - External Audit			
Indicator Title			
External Audit completed and draft ISA 260 produced			
Definition			
External Audit provide a draft ISA260			
Why we are using this indicator			
To monitor the timeliness of the audit of the Statement of Accounts			
Person responsible for data collection			
Baseline			
18 July (based on 2011/12)			
Year End Target			
18-Jul			
Quarterly Targets			
Q1	Q2	Q3	Q4
n/a	n/a	n/a	18-Jul
Method of collection			
Relevant dates recorded			
Formula			
n/a			
	Return Format:		Date
Reporting Frequency			
Monthly:	No - annually	Quarterly:	No - annually
Data Provider			
Data Source			
Data Publishing Arrangements			
No			
Data Sharing Arrangements			
No			
Comparable Indicator			
All LAs would do this, but not necessarily record this.			
Data Accuracy Checks			
No			
Data Storage and Security			
Data not currently stored			
Risk details and consequences			
No			
Impact of poor performance if below target			
Audit of accounts not completed in a timely manner			
Commercial sensitivity			
No			

2.7.5 FIN KPI 33 – Unqualified Audit Opinion

Indicator Reference			
FIN KPI 33 - Unqualified Audit Opinion			
Indicator Title			
Unqualified external audit opinion and submitted in line with required deadlines			
Definition			
Unqualified opinion on the Statement of Accounts (including VfM opinion) should be submitted within the statutory deadline as set out in the Accounts and Audit Regulations.			
Why we are using this indicator			
To ensure the Statement of Accounts are unqualified and produced within the statutory deadline			
Person responsible for data collection			
Baseline			
Unqualified (previous 3 years)			
Year End Target			
Unqualified			
Quarterly Targets			
Q1	Q2	Q3	Q4
n/a	n/a	n/a	Unqualified
Method of collection			
This is recorded in the Statement of Accounts			
Formula			
n/a			
Return Format:			Qualified/Unqualified
Reporting Frequency			
Monthly:	No - annually	Quarterly:	No - annually
Data Provider			
Data Source			
Statement of Accounts			
Data Publishing Arrangements			
Yes - Statement of Accounts is published on the Barnet website			
Data Sharing Arrangements			
The External Auditors inform the Audit Commission of the opinion on the Statement of Accounts (however, Audit Commission will not exist in 2013/14)			
Comparable Indicator			
Comparable			
All LAs			
Data Accuracy Checks			
Data Storage and Security			
Statement of Accounts opublished on line			
Risk details and consequences			
No			
Impact of poor performance if below target			
Reputational damage for a qualified opinion on the Statement of Accounts			
Commercial sensitivity			
No			

2.7.6 FIN KPI 34 - User Satisfaction Finance

Indicator Reference			
FIN KPI 34 - User Satisfaction Finance			
Indicator Title			
User Satisfaction Survey			
Definition			
The measure being the quartile ranking of the service based on the annual CIPFA benchmark data on User Satisfaction			
Why we are using this indicator			
The council has chosen this as a measure of it's customer satisfaction for a number of services : Communications, Estates Management, Finance, Human Resources , ICT, Legal and Procurement			
Person responsible for data collection			
Baseline			
CIPFA 11/12 - second to lowest quartile (3.51)			
Year End Target			
User survey: Should move up one quartile on the CIPFA user satisfaction rating annually until upper quartile is achieved. If already in upper quartile, then maintain while at the same time achieving at least the same level of score. For example, if the score in one year is 4 and the service is in the upper quartile, then the following year it should remain to be in the upper quartile and scoring at least 4.			
Quarterly Targets			
Q1	Q2	Q3	Q4
n/a	n/a	tba	n/a
Method of collection			
This information is based on the CIPFA Corporate Services VfM Indicators. It is an annual indicator which forms part of the overall VfM benchmarking exercise. The Survey Tool is an additional service. The minimum sample size is 70% of retained council staff budget holders (70% = 126 council staff) - Capita responsible for achieving minimum sample size			
Formula			
CIPFA data and formula are utilised.			
Return Format:			%
Reporting Frequency			
Monthly:	No	Quarterly:	Annually
Data Provider			
1 -			
2			
Data Source			
Data is sourced from CIPFA on spreadsheets			
Data Publishing Arrangements			
No			
Data Sharing Arrangements			
Not sure			
Comparable Indicator			
Comparable only if other authorities share their information			
Those authorities who take part in the Survey Tool			
Data Accuracy Checks			
No			
Data Storage and Security			
Spreadsheets on P:SHARED ACCY/CIPFA -VFM, which are password protected			

Risk details and consequences
No
Impact of poor performance if below target
Poor performance indicates that customers are unsatisfied - depending on the customer category, e.g schools, it is possible that they could take their service elsewhere leading to a loss in income and possibly staff.
Commercial sensitivity
No

2.8 Super KPIs

2.8.1 SUPER KPI 35 – Resident Satisfaction

Indicator Reference
Super KPI 35 - Resident Satisfaction
Indicator Title
Resident's satisfaction with their experience of service provided by London Borough of Barnet Council
Definition
<p>Residents reporting satisfaction rates of "a great deal" or "to some extent" against the following statements</p> <ul style="list-style-type: none"> • Council staff are friendly and polite • It is easy to access Council services • The Council responds quickly when asked for help <p>Responses in relation to the following events to be excluded from the KPI calculation:</p> <ol style="list-style-type: none"> 1. Any failure of service departments and third parties branded as London Borough of Barnet to deliver service to the expectations of the customer i.e. timescale, conduct and politeness, quality and process. 2. Failure of the Council to introduce and mandate a corporate customer service and channel management strategy and quality standard to which applies to all service departments and third parties branded as London Borough of Barnet. <p>The Survey will also meet the following requirements.</p> <ol style="list-style-type: none"> 1. The questionnaire will ask Residents to identify specific service areas where they have experienced satisfaction (resulting in a response of "a great deal" or "to some extent") and dissatisfaction (resulting in a response of "not very much" or "not at all") to facilitate continuous improvement in the CSO and wider Council. 2. Full access to Capita of the evaluation and analysis of each annual survey 3. Forward planning by London Borough of Barnet with Capita in advance of any dissemination of information to resident which may impact on services provided to the council by Capita. <p>The Questions and targets will be subject to the annual review process to ensure they continue to support service development and the right outcomes</p>
Why we are using this indicator
Why are we using this Indicator
To measure direction in travel in resident's satisfaction with their interactions with the Council
Person responsible for data collection
<div style="background-color: black; width: 100px; height: 1.2em; display: inline-block;"></div> Note: Council will collect the data (not Capita)
Baseline
Resident's perception survey - 2012 <ul style="list-style-type: none"> • Staff that are friendly and polite - 78% • It is easy to access Council services – 64% • Responds quickly when asked for help – 49%
Year End Target

Year 1 target to maintain existing baseline while new services and capabilities are bedded in			
<ul style="list-style-type: none">• Staff that are friendly and polite - 78%• It is easy to access Council services – 55%• Responds quickly when asked for help – 49%			
Note: the Easy to Access target has been amended temporarily downwards for year 1 as during the first year both the NSCSO and DRS Partners will be introducing new ways of contacting services, new web services and signposting - the change in itself may create an initial perception that services are harder to navigate. Detrimental impacts would be picked up as part of the survey results analysis of areas of concern and service improvement plans instigated			
Quarterly Targets (for year 1 and then maintained for all subsequent years)			
Q1	Q2	Q3	Q4
N/A	N/A	N/A	Staff that are friendly and polite - 78% It is easy to access Council services – 55% Responds quickly when asked for help – 49%
Continuous Improvement over the Initial Term Staff are friendly and polite Yr 1 = 78%, Yr 3 = 80%, Yr 5 = 82%, Yr 7 = 85%, Yr 10 = 90% It is easy to access Council Services Yr 1 = 55%, Yr 3 = 67%, Yr 5 = 70%, Yr 7 = 75%, Yr 10 = 80% Responds quickly when asked for help Yr 1 = 49%, Yr 3 = 55%, Yr 5 = 60%, Yr 7 = 70%, Yr 10 = 80%			
Method of collection			
Annual Residents Perception Telephone Survey using a representative quota sample. Quotas were set on age, gender, ethnic origin and housing tenure. Results were weighted to correct any discrepancies in the sample to better reflect the population of Barnet			
Formula			
the number of residents reporting “a great deal” and/or “to some extent” as a % of the Residents responding			
Return Format:		%, No, Days,	
Reporting Frequency			
Monthly:		Quarterly:	No - Annual
Data Provider			
Data Source			
Data Publishing Arrangements			
Data Sharing Arrangements			
http://engage.barnet.gov.uk			
Comparable Indicator			
Yes			
Survey of Londoners			
Data Accuracy Checks			
Data is stored securely on our network with appropriate safeguards to ensure only necessary and authorised personnel have access to it. Staff are CRB checked and trained in information security and data protection requirements.			

Being a private limited company ORS is not subject to the requirements of the FoA.

We are currently in the process of implementing an ISO27001 compliant information security management system.

ORS comply with the Data Protection laws in respect of survey data and other personal data supplied;
- Being registered under the Data Protection Act 1998.

Data Storage and Security

Data is stored securely on our network with appropriate safeguards to ensure only necessary and authorised personnel have access to it. Staff are CRB checked and trained in information security and data protection requirements.

Risk details and consequences

Risk to reputation to the council and reduction in resident well being.

Impact of poor performance if below target

Reduced resident well being and increased dissatisfaction with the council

Commercial sensitivity

No

Data Quality Reporter

I certify that the information provided above is, to the best of my knowledge, accurate. I also certify I have read and understood the responsibilities laid out in the Data Quality Policy.

Name	
Date	03-Dec-12

2.8.2 SUPER KPI 36 – Compliance With Authority Policy

Indicator Reference			
Super KPI 36 - Authority Policy Compliance			
Indicator Title			
Level 2 Policy Compliance			
Definition			
<p>EITHER</p> <p>A) Compliance with Level 2 Authority or equivalent Service Provider Policies identified in Schedule 22 where non compliance by the Service Provider results in;</p> <ul style="list-style-type: none"> • A third party brings the non-compliance to the attention of the Council/Service Provider • An event adversely impacting upon the Council occurs in whole or in part due as a result of the non-compliance <p>The adverse impact may include but not be limited to the following</p> <ul style="list-style-type: none"> - An event causing actual or serious risk of death, personal injury or harm towards any individual for whom the Authority has a duty of care - A judgement against the Authority by a statutory or regulatory body; - A fine, disciplinary measure, successful claim or other award against the Authority or any individual employed by the Authority; - A notice to improve, direction or intervention by any monitoring body. <p>OR</p> <p>B) Repeated non compliance with Level 2 Authority or equivalent Service Provider Policies identified in Schedule 22 where the reported instances on non compliance exceed 3 (three) in any Contract Year, irrespective of whether the reported non compliance results in any outcome identified in A) above.</p>			
Why we are using this indicator			
We are using this indicator to ensure broad strategic consistency in the application of level two policies across all council functions, including where those functions are commissioned to a third party.			
Person responsible for data collection			
Baseline			
N/A			
Year End Target			
Pass			
Quarterly Targets (for year 1 and then maintained for all subsequent years)			
Q1	Q2	Q3	Q4
Pass	Pass	Pass	Pass
Method of collection			
The Number of failures logged by the-NSCSO Partnership Manager in any Quarter,			
Formula			
The number of failures reported and evidenced to the NSCSO Partnership Manager in any quarter measures against (A) and (B) respectively			
Return Format:			%, No, Days,
Reporting Frequency			
Monthly:	No	Quarterly:	Yes
Data Provider			
1.			

Data Source
Log of quarterly observed level two policy compliance failures to be maintained by NSCSO partnership manager on the client side.
Data Publishing Arrangements
Not published
Data Sharing Arrangements
Data to be shared between LB Barnet and NSCSO only
Comparable Indicator
LBB Only. Not comparable
Not comparable
Data Accuracy Checks
Policy failures will be investigated by NSCSO partnership manager to validate. Internal Audit will have a role providing assurance as a part of wider remit.
Data Storage and Security
Log of observed failures to be maintained by NSCSO Partnership Manager. Log to be security protected.
Risk details and consequences
The risk of a proportion of level 2 policies consistently failing is that the overall quality of service the council can offer to residents may reduce, resulting in service failures and damage to the council's reputation.
Impact of poor performance if below target
Overall efficiency of the organisation could be affected, resulting in reduced value for money and wasted resources.
Commercial sensitivity
Yes - data to be treated in confidence

2.8.3 SUPER KPI 39 - Commissioner and Lead Officer Satisfaction

Indicator Reference			
Super KPI 39 - Commissioner and Lead Officer Satisfaction			
Indicator Title			
Commissioner satisfaction with 6 NSCSO supports services.			
Definition			
Satisfaction rating for each support service (Communications, Estates, Finance, HR, IS, Procurement, and Corporate Programmes) for commissioners. Each group should have a separate baseline and target. The measure being the quartile ranking of the service based on the annual CIPFA benchmark data on User Satisfaction (n.b Corporate Programmes are excluded - see measure below)			
Why we are using this indicator			
To assess the user satisfaction and whether the needs of the service being delivered by each of the support services supporting all levels of the organisation			
Person responsible for data collection			
Baseline			
Commissioner Satisfaction CIPFA 11/12: Estates - lowest quartile, Finance - median, HR - lowest quartile, ICT - lowest quartile, and Procurement - lowest quartile Corporate Programmes to achieve 65% by end of Year 1 and 80% in subsequent years			
Year End Target			
Move one quartile up annually until upper quartile is reached based on CIPFA rankings for Estates, Finance, HR, ICT, and Procurement. If already in upper quartile, then maintain while at the same time achieving at least the same level of score. For example, if the score in one year is 4 and the service is in the upper quartile, then the following year it should remain to be in the upper quartile and scoring at least 4. For Corporate Programmes, the target is 65% (for responses of Agree and Strongly Agree as a percentage of all responses) increasing by 20% per year until 80% is reached.			
Quarterly Targets			
Q1	Q2	Q3	Q4
pass	pass	pass	pass
Method of collection			
This information is based on the CIPFA Corporate Services VfM Indicators. It is an annual indicator which forms part of the overall VfM benchmarking exercise. The Survey Tool is an additional service.			
Formula			
The information is provided by CIPFA using CIPFA formulas (except Corporate Programmes). It is envisaged that the Corporate Programmes indicator will follow a similar methodology that CIPFA use for the other services.			
Return Format:			%, No, Days,
Reporting Frequency			
Monthly:	No	Quarterly:	Annually
Data Provider			
1 -			
2 -			
Data Source			
CIPFA User and Commissioner Satisfaction Surveys			
Data Publishing Arrangements			
No			
Data Sharing Arrangements			
Benchmarking data available from CIPFA to subscribers. Shared accordingly			
Comparable Indicator			
Yes			

A large number of upper tier local authorities in England and in London participate in this survey
Data Accuracy Checks
Data checked and validated by CIPFA before being returned to local authorities
Data Storage and Security
CIPFA USS data stored nationally by CIPFA. Emailed to local authorities.
Risk details and consequences
Low scores may indicate user/commissioner dissatisfaction with NSCSO service delivery or that users needs are not being met.
Impact of poor performance if below target
Reduced ability of the council to provide effective services.
Commercial sensitivity
No

Appendix 5 – Performance Indicator (PI) Tables

- The following PIs relate to the services set out in the tables and are taken from the Output Specifications in Schedule 1. These PIs will be treated in accordance with paragraph 4.22 and 9.2 above

Service	PI		Definition	Current baseline	2012/13 year end projections	Service Provider Target
Corporate Programmes	Capital Project Health and Safety Plans		For each project a Health and Safety Plan will be created that: - Sets out the required regulatory compliance and safety requirements to be delivered - Statement of requirements - Identifies each owner responsible for discharging each obligation - Specifies the reporting process to the Authority for demonstrating compliance and the procedure for advising the statutory agencies in the event of a breach of a statutory obligation (as required)	To be baselined at Service Transfer Date	Not available	100%
Customer Services	Face to Face Wait Time		Secondary wait time for customers to meet with Customer Service specialist at face to face locations Performance will be reported for all specialist queues	7 minutes To be baselined at Service Transfer Date	To be maintained at baseline performance and improvement profile to be agreed with end target of 5 minutes	5 minutes
Customer Services	e-mail resolution		Percentage of e-mails resolved within (10) business days for year 1 and responded to within five (5) business days from year 2.	90% To be baselined at Service Transfer Date	90% based on 10 day target To be maintained at baseline performance and improvement	90% within 10 days

Service	PI		Definition	Current baseline	2012/13 year end projections	Service Provider Target
					profile to be agreed	
Customer Services	Webform response		Percentage of webforms responded to within relevant SLA ; General enquiries (5 days), or any other webforms with their respective SLAs which are handled by the CSO/NSCSO)	90% To be baselined at Service Transfer Date	90%	90%
Customer Services	Complaints		Percentage of Stage 3 complaints in relation to Customer Services upheld. Performance will be reported for all services	0%	Not Known	10%
Customer Services	Member Enquiries		% of Member/MP Enquiries responded to within 10 working days	90%	90%	90%
Customer Services	Average initial wait time for triage		Average initial wait time for customers to be 'triaged' by a general customer service advisor, at all face to face locations (currently Burnt Oak Library and Barnet House).	To be baselined		Maintain baseline performance or better.
Estates	Lease Renewals		The percentage of lease renewals that have been completed within 6 months of the lease expiry date against the total number of lease renewals due.	To be baselined prior to Service Transfer Date	TBC	100% of those lease renewals that are due to be undertaken
Estates	Rent Reviews		The percentage of rent reviews completed within 3 months of the rent review date against the total number of rent reviews due.	To be baselined prior to Service Transfer Date	TBC	100% of those rent reviews that are due to be

Service	PI		Definition	Current baseline	2012/13 year end projections	Service Provider Target
						undertaken
Estates	Planned v Reactive Maintenance		The percentage of planned maintenance compared to the amount of reactive maintenance	To be baselined prior to Service Transfer Date	TBC	70 % planned maintenance : 30% reactive maintenance
Estates	Condition Surveys		The percentage of condition surveys completed against the total number of condition surveys due at the end of the year.	A programme for condition surveys will be established by Service Provider within 6 months of Service Transfer Date		100% of all condition surveys on the annual programme undertaken
Estates	CAMP		The Service Provider will deliver the CAMP on behalf of the Council and report annually against its action plan.	A draft CAMP has been produced	TBC	A report detailing performance against deliverables set out within the annual action plan.
Estates	Void Rates		Void rate of properties available to let	4%	4%	4%
Finance	Budget Setting		Budgets to be realistic and valid, no material errors or omissions in revenue budget or the capital programmes	100%	100%	100%
Finance	Budget Setting		Budget templates to be completed and submitted in accordance with the guidance provided by the Authority and within deadlines	100%	100%	100%
Finance	Budget Setting		Agreed budgets to be reflected in the accounting system by dates specified by the Authority	100%	100%	100%

Service	PI		Definition	Current baseline	2012/13 year end projections	Service Provider Target
Finance	Budget Monitoring		Budget monitoring reports (salaries and cost/profit centre reports) prepared and available to budget holders within two (2) Business Days following the period end	100%	100%	100%
Finance	Budget Monitoring		Budget monitoring information (after full consultation with budget holders and sign off of service director) to be available by the deadline set in the monitoring timetable	100%	100%	100%
Finance	Budget Monitoring		Budgets to be updated within fourteen (14) Business Days of committee agreeing changes save in the case where the budget is called before the OSC in which case the deadline for updating budgets shall be within fourteen (14) Business Days of the OSC's review.	100%	100%	100%
Finance	Corporate Reporting		A monthly report for all expenditure over £500 be produced and published on Authority website each month by the required deadline	100%	100%	100%
Finance	Corporate Reporting		All returns, statutory or otherwise, to be prepared and submitted within agreed deadlines	92%	100%	100%
Finance	Costing, Modelling and Options Appraisals		Written conclusion of the financial evaluation within 5 working days or deadline agreed by service	100%	100%	100%
Finance	Treasury Management		Compliance with the Authority's treasury management strategy	Full compliance	Full compliance	Full compliance
Finance	Treasury Management		Accurate reporting to CRC at least quarterly on treasury management activities	100%	100%	100%
Finance	Pension Fund Investment Management and Pension Fund Administration		Accurate reports to Pension Fund committee by committee deadlines	100%	100%	100%

Service	PI		Definition	Current baseline	2012/13 year end projections	Service Provider Target
Finance	Pension Fund Investment Management and Pension Fund Administration		Provision of Pension Fund accounts for incorporation in the SOA by the deadlines specified	31-May / 06-Jun	31-May / 06-Jun	31-May / 06-Jun
Finance	Pension Fund Investment Management and Pension Fund Administration		External Audit for Pension Fund completed and draft ISA 260 produced with an unqualified opinion	31-Jul	18-Jul	18-Jul
Finance	Cashbook and Banking		100% of bank reconciliation carried out within ten (10) Business Days of the month end	100%	100%	100%
Finance	Cashbook and Banking		Stops to cheques applied by 12pm on the day in question	100%	100%	100%
Finance	Cashbook and Banking		Bank accounts do not exceed agreed limits	100%	100%	100%
Finance	Cashbook and Banking		To ensure Bankings made by Authority establishments are posted into the financial system within the agreed timescale of 5 working days	100%	100%	100%
Finance	VAT Accounting		100% of VAT claims and other tax returns made within the statutory deadlines	100%	100%	100%
Finance	VAT Accounting		Immediate notification to the Authority of any potential to exceed the partial exemption limit	100%	100%	100%
Finance	Grants		<ul style="list-style-type: none"> All grant claims and returns accurately completed as set out in the grant conditions and submitted to the external auditors by the required deadline 	100% for 2010/11 (91% for 2009/10 and 83% for 2008/09)	100%	100%
Finance	Grants		All grant claims and returns accurately completed as set out in the grant conditions and receive an unqualified audit opinion	83%	100%	100%

Service	PI		Definition	Current baseline	2012/13 year end projections	Service Provider Target
Finance	Risk Management		Period closed by the seventh (7 th) Business Day following the month end (for months 5-11)	100%	100%	100%
Finance	Cashiers		100% of transactions processed within one (1) working day	100%	100%	100%
Finance	Income (Accounts Receivable)		100% of invoices raised and despatched within one (1) working day of sales invoice being created	100%	100%	100%
Finance	Income (Accounts Receivable)		1st reminder letter issued to customers no later than 21 days of date that sales invoice was raised (unless there is physical block on individual invoices, i.e. in cases of dispute)	100%	100%	100%
Finance	Income (Accounts Receivable)		Final reminder issued fourteen (14) days after first (1 st) reminder letter issued	100%	100%	100%
Finance	Income (Accounts Receivable)		Percentage of debt over six (6) months old but less than one (1) year old to be less than three per cent (3%) of total debt.	The Authority is in the process of developing a revised Debt Management Strategy that is subject to the democratic approval process. Targets will be established on approval.		
Finance	Income (Accounts Receivable)		Percentage of debt over (1) year old but less than two (2) years old to be less than two per cent (2%) of total debt	The Authority is in the process of developing a revised Debt Management Strategy that is subject to the democratic approval process. Targets will be established on approval.		
Finance	Income (Accounts Receivable)		Percentage of debt over two (2) years old to be less than one per cent (1%) of total debt	The Authority is in the process of developing a revised Debt Management Strategy that is subject to the democratic approval process. Targets will be established on approval.		
Finance	Income (Accounts Receivable)		To increase the number that pay by direct debit by five per cent (5%) per year	27.18% for Q1 2012/13, 30.55% for Q2 2012/13,		5% increase on current baseline for Year 1 (year 2, 5% of year 1 target etc.)

Service	PI		Definition	Current baseline	2012/13 year end projections	Service Provider Target
Finance	Payments (Accounts Payable)		One hundred per cent (100%) of invoice documents processed within the agreed timescale	100%	100%	100%
Finance	Payments (Accounts Payable)		Ninety-five per cent (95%) of local companies are paid within ten (10) Business Days and all other companies within thirty (30) Business Days	96%	95%	95%
Finance	Payments (Accounts Payable)		Improve year on year the number of payments, as a percentage of all payments, that are made electronically	93.01% Q1 2012/13, 93.24% Q2 2012/13, 93.51% Q3 2012/13	95%	100%
Finance	Schools Help Desk		Provision of Helpdesk Service to schools	92%	92%	92%
Finance	CFR Return		Completion of CFR return to DfE by deadline	100%	100%	100%
Finance	Scheme for Financing Schools		Accurate notification of funding in line with the Scheme for Financing Schools by the deadlines set including school budget shares	100%	100%	100%
HR - SHaW	Work related accidents		Support the Council to reduce the number of workplace accidents and incidents to employees by ten percent (10%) per annum throughout the whole term of the contract (including community schools)	984 for 12 month rolling period (1 Jan 2012 to 31 Dec 2012 (3rd quarter to 3rd quarter))	900	886
HR -SHaW	Average days lost		Assist the Authority to reduce its average days lost per employee (excluding schools) through work-related ill health by ten per cent (10%) in the first year and five per cent (5%) in each subsequent year over the life of the Agreement.	0.36	0.33	0.29

Service	PI		Definition	Current baseline	2012/13 year end projections	Service Provider Target
HR - SHaW	H&S Audit		<u>Support the Council to continually improve its average (independent) audit score for compliance across the Authority. Minimum improvement of five per cent (5%) year on year per annum throughout the whole term of the contract</u>	76%	80%	84%
HR - SHaW	Non-employee Accident reduction		<u>Support the Council to reduce the number of accidents to pupils, in community schools, by ten percent (10%) per annum throughout the whole term of the contract</u>	6.18 for current rolling 12 month period (1 Jan 2012 to 31 Dec 2012 (3rd quarter to 3rd quarter))	5.57	5.56
HR - SHaW	Accident reduction		<u>Support the Council to reduce the number of non-fatal RIDDOR incidents to employees by ten percent (10%) per annum throughout the whole term of the contract (including community schools)</u>	7.05 for current rolling 12 month period, 1 Jan 2012 to 31 Dec 2012 (3rd quarter to 3rd quarter)	6.35	6.34
HR - SHaW	WR assault reduction		<u>Support the Council to reduce the number of work related physical assaults to employees by ten percent (10%) per annum throughout the whole term of the contract (including community schools)</u>	825 for current rolling 12 month period, 1 Jan 2012 to 31 Dec 2012 (3rd quarter to 3rd quarter)	825	743
HR - SHaW	Policies produced		<u>The number of new and updated SHaW policies and Local Codes of Practice produced</u>	10	10	10
SHaW	Training provided		<u>Total hours of SHaW training provided to Council staff (excluding schools)</u>	250	200	200
HR Service Delivery	calls resolved		Percentage number of calls resolved first time by customer contact desk	80%	80%	85%

Service	PI		Definition	Current baseline	2012/13 year end projections	Service Provider Target
	first time by customer contact					
HR Service Delivery	Complaints		Average number of complaints per month	1	1	0.75
HR Service Delivery	Vacancy advertising		Percentage of vacancies advertised within SLA	99%	99%	99%
HR Service Delivery	Barnet Fund LGPS		Number of total Barnet Fund LGPS members as a ratio of pension administration team employees (CIPFA Benchmarking Report 2012)	2476:1	2476:1	2500:1
HR Service Delivery	Pension Costs (CIPFA)		Cost (pounds) per pension team member as a ratio of full team budget (CIPFA Benchmarking Report 2012)	£26.57	£26.57	£23.91
Employee Relations	CDG Reporting		Improving Authority performance for summary HR indicators reported in CDG quarterly report	See MI requirements set out in CDG report	Performance Outturn as at point of transfer	All indicators show improvement 'quarter on quarter'
Business Partners & Change	CDG Reporting		Improving Authority performance for summary HR indicators reported in CDG quarterly report	See MI requirements set out in CDG report	Performance Outturn as at point of transfer	All indicators show improvement 'quarter on quarter'
IS	ICT Delivery Services – Service Management		Percentage of operational Incidents resolved at point of contact (SOCITM KPI 2 Resolution of reported Incidents)	To be baselined	65%	70%
IS	ICT Delivery Services – Service Management		Number of Incidents per user (CIPFA VfM benchmarking indicator ITP3(b))	To be baselined	7.8	7

Service	PI		Definition	Current baseline	2012/13 year end projections	Service Provider Target
IS	IS Procurement		Acquisition cost per desktop (CIPFA VfM benchmarking indicator ITS5(a))	£700	TBD	£428
IS	IS Procurement		Acquisition cost per laptop (CIPFA VfM benchmarking indicator ITS5(b))	£1200	TBD	£638
Procurement	Procurement Forward Plan		Provision of a Procurement Forward Plan to ensure procurement activity across the authority is planned and delivers value for money solutions through effective and efficient category management approaches.	100% Report for 2013/14 - Submitted and approved at the CRC in November 2012.	100% (Nov 12)	Submit complete and approved forward plan to CRC at the August meeting.
Procurement	Procurement Annual Plans		Provision of a Procurement Plan setting out how Procurement activity for the forthcoming year will be managed, delivered and the value for money savings targeted through the plan. It will provide a planned approach based upon rolling out category management across the Authority.	N/A	N/A	Submit complete and approved forward plan to Procurement Board at the September meeting.
Procurement	Vendor Management		Manage the number and use of vendors (suppliers) providing goods/services and works contracts to the Authority. Ensure the supplier file on (SAP) is managed and up to date, suppliers not used for 18 months are disabled.	100% Monthly updates undertaken for the all months from March 2012 to February 2013 - No suppliers inactive for 18 months are active on the supplier file.	100% monthly	100%
Procurement	SME - Report number of		Provide standard report	N/A		

Service	PI		Definition	Current baseline	2012/13 year end projections	Service Provider Target
	SME's used directly		Ad-hoc requests within 3 working days		None	100%
Procurement	Voluntary Sector		Report number of Voluntary Sector/3rd Sector used directly Provide standard report Ad-hoc requests within 3 working days	N/A	None	100%
Procurement	EU Statistical Return		Complete and Submit return by due date		No baseline. Initial baseline data to be confirmed by end of March 2013	Report Submitted annually - 100% completion on time and in full. Exact date to be confirmed based on EU guidelines for that year.
Procurement	Procurement Performance Report		Issued to all Directors/Assistant Directors within 10 calendar days following end of calendar month		100% (Dec 12)	100%
Procurement	Doing business with Local Suppliers		Provide standard report on number of suppliers and total spend with suppliers in the local area (Barnet)		No baseline as this has never been gathered before. Baseline to be gathered during the first six months of contract commencement	100%
Procurement	London Council Procurement Pledge on		All new tenders/contracts to include clauses to promote the use of apprenticeships/work experience in Authority contracts	N/A	N/A	100%

Service	PI		Definition	Current baseline	2012/13 year end projections	Service Provider Target
	Employment and Skills					
Procurement	London Council Procurement Pledge on Employment and Skills		Deliver a minimum of 2 events targeted at improving the local supply market and increasing the number of job opportunities	N/A	N/A	2 Supplier events to be delivered within the Financial Year.
Procurement	London Council Procurement Pledge on Employment and Skills		Publish Supplier Newsletter twice annually at the minimum to promote awareness of Procurement and opportunities (tenders/Opportunities)	N/A	N/A	Minimum of 2 newsletters published
Procurement	Contract Compliance		% of the value of new contracts >£10k <£24,999 awarded and managed in accordance with CPR's and procurement legislation	N/A	N/A	Define targets after Yr1
Revenues and Benefits	Corporate complaints		% of stage 3 complaints that are upheld Baseline upheld complaints; 11/12 – 1 of 11 upheld = 11% 12/13 – 2 of 7 upheld = 28%		Baseline to be confirmed	Not to exceed 2 upheld complaints subject to baseline confirmation.
Revenues and Benefits	NNDR In-Year Collection		NNDR In-Year Collection	Rebaseline at end 13/14 to confirm 97%	On target to achieve 97% by year-end	97.25% year 1 and 97.5% from year 2 onwards
Revenues and Benefits	NNDR 4 year target		NNDR Collection levels after 4 years	99%	99%	99%
Revenues and Benefits	Council Tax		Accuracy and speed of processing:			

Service	PI		Definition	Current baseline	2012/13 year end projections	Service Provider Target
			Accuracy of system updates and timeliness of associated billing. Completion of periodic reviews of all exemptions discounts and disabled reliefs in line with agreed timetable, to ensure correct liability is billed and that the Authority's Council Tax base is maximised.	Within agreed timescales and achieving accuracy levels exceeding 90%	Within agreed timescales and achieving accuracy levels exceeding 90%	Within agreed timescales and achieving accuracy levels exceeding 95%
Revenues and Benefits	NNDR		Accuracy and speed of processing: Accuracy of system updates and timeliness of associated billing. Completion of periodic reviews of all exemptions, charity and discretionary reliefs in line with agreed timetable, to ensure correct liability is billed.	Within agreed timescales and achieving accuracy levels exceeding 90%	Within agreed timescales and achieving accuracy levels exceeding 90%	Within agreed timescales and achieving accuracy levels exceeding 95%
Revenues and Benefits	Direct Debits		Direct Debit penetration of paying database (based on total number of annual bills, less nil bills)	62% (2011/12)	63% this target would be subject to re-baselining in light of CTRS changes	65% this target would be subject to re-baselining in light of CTRS changes
Revenues and Benefits	Benefits Subsidy Returns		Subsidy returns presented to the Authority within specified deadlines	100%	100%	100%
Revenues and Benefits	Council Tax and NNDR Returns		Returns presented to the Authority within specified deadlines	100%	100%	100%
Revenues	Crisis Fund		Turn-round of applications within five (5) days (regular) and two	N/A	N/A	100%

Service	PI		Definition	Current baseline	2012/13 year end projections	Service Provider Target
and Benefits			<p>(2) hours (emergency)</p> <p>Where the Crisis fund management is discharged through a Third Party Contract and there is a lesser obligation, this will apply until such time as the Third Party Contract ends. On novation of the contract the Service Provider will confirm the baseline performance being delivered by the Third Party and will agree the baseline and the target with the Authority and this PI will apply to the Service Provider when it discharges the services directly</p>			Subject to baselining for 6 months from the Service Transfer Date in order to set a year 2 target
Revenues and Benefits	Discretionary Housing Payments		Turn-round of applications for discretionary housing payments within five (5) Business Days	N/A	N/A	100% Subject to baselining for 6 months from the Service Transfer Date in order to set a year 2 target

Appendix 6 – KPI tables Targets and Service credits

2. Revenues & Benefits

The definitions of the KPIs referred to in the following table are contained in Appendix 5 above

2.1.Table 1a: Revenues and Benefits to be used for Month 1 to 3, Contract Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
RB KPI 08	Benefits Claims Processing - New Claims	Quarterly	Days	35%	12 days	13 to 14 days	15 to 16 days	17 to 18 days	N/A
RB KPI 09	Benefits Claims Processing - Changes in Circumstances	Quarterly	Days	35%	6 days	7 days	8 days	9 days	N/A
RB KPI 09a	Accuracy of benefit assessments	Quarterly	Percentage	30%	92%	91.99% to 90%	89.99% to 88%	87.99% to 86%	N/A

2.2.Table 1b: Revenues and Benefits to be used for Month 4 to 6, Contract Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
RB KPI 08	Benefits Claims Processing - New Claims	Quarterly	Days	35%	12 days	13 to 14 days	15 to 16 days	17 to 18 days	N/A

RB KPI 09	Benefits Claims Processing - Changes in Circumstances	Quarterly	Days	35%	6 days	7 days	8 days	9 days	N/A
RB KPI 09a	Accuracy of benefit assessments	Quarterly	Percentage	30%	93%	92.99% to 91%	90.99% to 89%	88.99% to 87%	N/A

2.3.Table 1c: Revenues and Benefits to be used for Month 7 to 9, Contract Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
RB KPI 08	Benefits Claims Processing - New Claims	Quarterly	Days	35%	12 days	13 to 14 days	15 to 16 days	17 to 18 days	N/A
RB KPI 09	Benefits Claims Processing - Changes in Circumstances	Quarterly	Days	35%	6 days	7 days	8 days	9 days	N/A
RB KPI 09a	Accuracy of benefit assessments	Quarterly	Percentage	30%	94%	93.99% to 92%	91.99% to 90%	89.99% to 88%	N/A

2.4.Table 1d: Revenues and Benefits to be used for Month 10 to 12, Contract Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
RB KPI 08	Benefits Claims Processing - New Claims	Quarterly	Days	35%	10 days	11 to 12 days	13 to 14 days	15 to 16 days	N/A

RB KPI 09	Benefits Claims Processing - Changes in Circumstances	Quarterly	Days	35%	6 days	7 days	8 days	9 days	N/A
RB KPI 09a	Accuracy of benefit assessments	Quarterly	Percentage	30%	95%	94.99% to 93%	92.99% to 91%	90.99% to 89%	N/A

2.5.Table 1e: Revenues and Benefits to be used for Month Contract Year 2 Onwards

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
RB KPI 08	Benefits Claims Processing - New Claims	Quarterly	Days	35%	10 days	11 to 12 days	13 to 14 days	15 to 16 days	N/A
RB KPI 09	Benefits Claims Processing - Changes in Circumstances	Quarterly	Days	35%	6 days	7 days	8 days	9 days	N/A
RB KPI 09a	Accuracy of benefit assessments	Quarterly	Percentage	30%	95%	94.99% to 93%	92.99% to 91%	90.99% to 89%	N/A

3. Customer Services

The definitions of the KPIs referred to in the following table are contained in Appendix 5 above

3.1.Table 2a: Customer Services to be used for Month 1 to 3, Contract Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 20%	Frequency	Measure	Service KPIs Sub weighting of 20%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
CSO KPI 10a	Customer satisfaction (Proxy year 1)	Quarterly	Percentage	33.3%	58%	57.99% to 53%	52.99% to 48%	47.99% to 43%	70%
CSO KPI 11a	First Contact Resolution (Proxy year 1)	Quarterly	Percentage	33.3%	40%	39.99% to 35%	34.99% to 30%	29.99% to 25%	N/A
CSO KPI 12a	Customer Advocacy (Proxy year 1)	Quarterly	Percentage	33.3%	65%	64.99% to 60%	59.99% to 55%	54.99% to 50%	N/A

3.2.Table 2b: Customer Services to be used for Month 4 to 6, Contract Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 20%	Frequency	Measure	Service KPIs Sub weighting of 20%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
CSO KPI 10a	Customer satisfaction (Proxy year 1)	Quarterly	Percentage	33.3%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	70%
CSO KPI 11a	First Contact Resolution (Proxy year 1)	Quarterly	Percentage	33.3%	45%	44.99% to 40%	39.99% to 35%	34.99% to 30%	N/A

CSO KPI 12a	Customer Advocacy (Proxy year 1)	Quarterly	Percentage	33.3%	70%	69.99% to 65%	64.99% to 60%	59.99% to 55%	N/A
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3.3.Table 2c: Customer Services to be used for Month 7 to 9, Contract Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 20%	Frequency	Measure	Service KPIs Sub weighting of 20%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
CSO KPI 10a	Customer satisfaction (Proxy year 1)	Quarterly	Percentage	33.3%	65%	64.99% to 60%	59.99% to 55%	54.99% to 50%	75%
CSO KPI 11a	First Contact Resolution (Proxy year 1)	Quarterly	Percentage	33.3%	45%	44.99% to 40%	39.99% to 35%	34.99% to 30%	N/A
CSO KPI 12a	Customer Advocacy (Proxy year 1)	Quarterly	Percentage	33.3%	75%	74.99% to 70%	69.99% to 65%	64.99% to 60%	N/A

3.4.Table 2d: Customer Services to be used for Month 10 to 12, Contract Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 20%	Frequency	Measure	Service KPIs Sub weighting of 20%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
CSO KPI 10a	Customer satisfaction (Proxy year 1)	Quarterly	Percentage	33.3%	70%	69.99% to 65%	64.99% to 60%	59.99% to 55%	80%
CSO KPI 11a	First Contact Resolution (Proxy year 1)	Quarterly	Percentage	33.3%	50%	49.99% to 45%	44.99% to 40%	39.99% to 35%	N/A

CSO KPI 12a	Customer Advocacy (Proxy year 1)	Quarterly	Percentage	33.3%	80%	79.99% to 75%	74.99% to 70%	69.99% to 65%	N/A
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3.5.Table 2e: Customer Services to be used for Month 1 to 3, Contract Year 2 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 20%	Frequency	Measure	Service KPIs Sub weighting of 20%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
CSO KPI 10b	Customer Satisfaction Year 2 onwards	Quarterly	Percentage	33.3%	80%	79.99% to 75%	74.99% to 70%	60.99% to 65%	90%
CSO KPI 11b	First Contact Resolution Year 2 onwards	Quarterly	Percentage	33.3%	50%	49.99% to 45%	44.99% to 40%	39.99% to 35%	N/A
CSO KPI 12b	Customer Advocacy Year 2 onwards	Quarterly	Percentage	33.3%	80%	79.99% to 75%	74.99% to 70%	69.99% to 65%	N/A

3.6.Table 2f: Customer Services to be used for Month 4 to 12, Contract Year 2 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 20%	Frequency	Measure	Service KPIs Sub weighting of 20%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
CSO KPI 10b	Customer Satisfaction Year 2 onwards	Quarterly	Percentage	33.3%	80%	79.99% to 75%	74.99% to 70%	60.99% to 65%	90%
CSO KPI 11b	First Contact Resolution Year 2 onwards	Quarterly	Percentage	33.3%	60%	59.99% to 55%	54.99% to 45%	44.99% to 40%	N/A

CSO KPI 12b	Customer Advocacy Year 2 onwards	Quarterly	Percentage	33.3%	80%	79.99% to 75%	74.99% to 70%	60.99% to 65%	N/A
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3.7.Table 2g: Customer Services to be used for Contract Year 3 and year 4 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 20%	Frequency	Measure	Service KPIs Sub weighting of 20%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
CSO KPI 10b	Customer Satisfaction Year 2 onwards	Quarterly	Percentage	33.3%	85%	84.99% to 80%	79.99% to 75%	74.99% to 70%	95%
CSO KPI 11b	First Contact Resolution Year 2 onwards	Quarterly	Percentage	33.3%	60%	59.99% to 55%	54.99% to 45%	44.99% to 40%	N/A
CSO KPI 12b	Customer Advocacy Year 2 onwards	Quarterly	Percentage	33.3%	80%	79.99% to 75%	74.99% to 70%	60.99% to 65%	N/A

3.8.Table 2h: Customer Services to be used for Contract Year 5 Onwards

Ref	KPI Total Weight Assigned from PPM 1000 points = 20%	Frequency	Measure	Service KPIs Sub weighting of 20%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
CSO KPI 10b	Customer Satisfaction Year 2 onwards	Quarterly	Percentage	33.3%	90%	89.99% to 85%	84.99% to 80%	79.99% to 75%	95%
CSO KPI 11b	First Contact Resolution Year 2 onwards	Quarterly	Percentage	33.3%	80%	59.99% to 55%	54.99% to 45%	44.99% to 40%	N/A

CSO KPI 12b	Customer Advocacy Year 2 onwards	Quarterly	Percentage	33.3%	80%	79.99% to 75%	74.99% to 70%	60.99% to 65%	N/A
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4. IS Services

The definitions of the KPIs referred to in the following table are contained in Appendix 5 above

4.1.Table 3a: IS Service to be used for Month 1 to 3, Contract Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI IS 13	Critical SystemAvailability	Monthly	Percentage	33%	99.50%	99.49% to 99.40%	99.39% to 99.30%	99.29% to 99.20%	N/A
KPI IS 14	User Satisfaction	Annual	Pass/Fail	34%	second lowest Quartile			Lowest Quartile	N/A
KPI IS 15	Incident resolution	Monthly	Percentage	33%	81%	80.99% to 79%	78.99% to 77%	76.99% to 75%	N/A

4.2.Table 3b: IS Service to be used for Month 4 to 9, Contract Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1

KPI IS 13	Critical SystemAvailability	Monthly	Percentage	33%	99.50%	99.49% to 99.40%	99.39% to 99.30%	99.29% to 99.20%	N/A
KPI IS 14	User Satisfaction	Annual	Pass/Fail	34%	second lowest Quartile			Lowest Quartile	N/A
KPI IS 15	Incident resolution	Monthly	Percentage	33%	83%	82.99% to 81%	80.99% to 79%	78.99% to 77%	N/A

4.3.Table 3c: IS Service to be used for Month 10 to 12 Contract Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI IS 13	Critical SystemAvailability	Monthly	Percentage	33%	99.50%	99.49% to 99.40%	99.39% to 99.30%	99.29% to 99.20%	N/A
KPI IS 14	User Satisfaction	Annual	Pass/Fail	34%	second lowest Quartile			Lowest Quartile	N/A
KPI IS 15	Incident resolution	Monthly	Percentage	33%	91%	90.99% to 89%	88.99% to 87%	87.99% to 86%	N/A

4.4.Table 3d: IS Service to be used for Month Contract Year 2 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%			Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
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		Frequency	Measure			Band 1	Band 2	Band 3	Band 1
KPI IS 13	Critical SystemAvailability	Monthly	Percentage	33%	99.50%	99.49% to 99.40%	99.39% to 99.30%	99.29% to 99.20%	N/A
KPI IS 14	User Satisfaction	Annual	Pass/Fail	34%	second highest Quartile	Second Lowest Quartile		Low est Quartile	N/A
KPI IS 15	Incident resolution	Monthly	Percentage	33%	91%	90.99% to 89%	88.99% to 87%	87.99% to 86%	N/A

4.5.Table 3e: IS Service to be used for Month Contract Year 3 to year 5 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI IS 13	Critical SystemAvailability	Monthly	Percentage	33%	99.50%	99.49% to 99.40%	99.39% to 99.30%	99.29% to 99.20%	N/A
KPI IS 14	User Satisfaction	Annual	Pass/Fail	34%	Highest Quartile	second highest Quartile	Second Low est Quartile	Low est Quartile	N/A
KPI IS 15	Incident resolution	Monthly	Percentage	33%	91%	90.99% to 89%	88.99% to 87%	87.99% to 86%	N/A

4.6.Table 3f: IS Service to be used for Contract Year 6 onwards

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI IS 13	Critical System Availability	Monthly	Percentage	33%	99.50%	99.49% to 99.40%	99.39% to 99.30%	99.29% to 99.20%	N/A
KPI IS 14	User Satisfaction	Annual	Pass/Fail	34%	Highest Quartile	second highest Quartile	Second Lowest Quartile	Low est Quartile	N/A
KPI IS 15	Incident resolution	Monthly	Percentage	33%	95%	94.99% to 93%	92.99% to 91%	90.99% to 89%	N/A

5. HR Services

The definitions of the KPIs referred to in the following table are contained in Appendix 5 above

5.1. Table 4a: HR Service to be used for Month 1 to Month 9, Contract Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI HR 16	CRB Verification Audits	Monthly	Percentage	23.3%	100%	99.99% to 98%	97.99% to 96%	95.99% to 94%	N/A
KPI HR 17a	Payroll Accuracy - Payroll Error Rates	Monthly	Percentage	15%	0.34%	0.35% to 0.39%	0.40 % to 0.44%	0.45% to 0.49%	N/A

KPI HR 17b	Payroll Accuracy - Correct Pay Date	Monthly	Percentage	15%	100%	99.99% to 99.95%	99.94% to 99.90%	99.89% to 99.85%	N/A
KPI HR 18	Absence projects and Interventions	Quarterly	Pass/FAIL	23.3%	100%			Fail	N/A
KPI HR 19	User Satisfaction	Annual	Pass/Fail	23.4%	Low est Quartile			Fail	N/A

5.2.Table 4b: HR Service to be used for Month 10 to Month 12, Contract Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI HR 16	CRB Verification Audits	Monthly	Percentage	23.3%	100%	99.99% to 98%	97.99% to 96%	95.99% to 94%	N/A
KPI HR 17a	Payroll Accuracy - Payroll Error Rates	Monthly	Percentage	15%	0.30%	0.31% to 0.35%	0.36% to 0.40%	0.41% to 0.45%	N/A
KPI HR 17b	Payroll Accuracy - Correct Pay Date	Monthly	Percentage	15%	100%	99.99% to 99.95%	99.94% to 99.90%	99.89% to 99.85%	N/A
KPI HR 18	Absence projects and Interventions	Quarterly	Pass/FAIL	23.3%	100%			Fail	N/A
KPI HR 19	User Satisfaction	Annual	Pass/Fail	23.4%	Second Lowest Quartile			Low est Quartile	N/A

5.3.Table 4c: HR Service to be used for Contract Year 2 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI HR 16	CRB Verification Audits	Monthly	Percentage	23.3%	100%	99.99% to 98%	97.99% to 96%	95.99% to 94%	N/A
KPI HR 17a	Payroll Accuracy - Payroll Error Rates	Monthly	Percentage	15%	0.15%	0.16% to 0.20%	0.21% to 0.25%	0.26% to 0.30%	N/A
KPI HR 17b	Payroll Accuracy - Correct Pay Date	Monthly	Percentage	15%	100%	99.99% to 99.95%	99.94% to 99.90%	99.89% to 99.85%	N/A
KPI HR 18	Absence projects and Interventions	Quarterly	Pass/FAIL	23.3%	100%			Fail	N/A
KPI HR 19	User Satisfaction	Annual	Pass/Fail	23.4%	Second Highest Quartile			Second Lowest Quartile	N/A

5.4.Table 4d: HR Service to be used for Contract Year 3 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI HR 16	CRB Verification Audits	Monthly	Percentage	23.3%	100%	99.99% to 98%	97.99% to 96%	95.99% to 94%	N/A
KPI HR 17a	Payroll Accuracy - Payroll Error Rates	Monthly	Percentage	15%	0.10%	0.11% to 0.15%	0.16% to 0.20%	0.21% to 0.25%	N/A

KPI HR 17b	Payroll Accuracy - Correct Pay Date	Monthly	Percentage	15%	100%	99.99% to 99.95%	99.94% to 99.90%	99.89% to 99.85%	N/A
KPI HR 18	Absence projects and Interventions	Quarterly	Pass/FAIL	23.3%	100%			Fail	N/A
KPI HR 19	User Satisfaction	Annual	Pass/Fail	23.4%	Highest Quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A

1.1. Table 4e: HR Service to be used for Contract Year 4 Onwards

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI HR 16	CRB Verification Audits	Monthly	Percentage	23.3%	100%	99.99% to 98%	97.99% to 96%	95.99% to 94%	N/A
KPI HR 17a	Payroll Accuracy - Payroll Error Rates	Monthly	Percentage	15%	0.10%	0.11% to 0.15%	0.16% to 0.20%	0.21% to 0.25%	N/A
KPI HR 17b	Payroll Accuracy - Correct Pay Date	Monthly	Percentage	15%	100%	99.99% to 99.95%	99.94% to 99.90%	99.89% to 99.85%	N/A
KPI HR 18	Absence projects and Interventions	Quarterly	Pass/FAIL	23.3%	100%			Fail	N/A
KPI HR 19	User Satisfaction	Annual	Pass/Fail	23.4%	Highest Quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A

6. Procurement Services

The definitions of the KPIs referred to in the following table are contained in Appendix 5 above

6.1. Table 5a: Procurement Service to be used for Month 1 to Month 3, Contract Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI PR 20a	Contract Compliance - New contracts over £25k	Monthly	Percentage	12.5%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI PR 20b	Contract compliance - legacy contracts over £25k	Monthly	Percentage	12.5%	98.94%	93.94%	88.94%	83.94%	N/A
KPI PR 21	Effective Contract Management - legacy contracts	Quarterly	Percentage	25%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A
KPI PR 22a	London Procurement Pledge - cumulative Apprenticeships	Quarterly	Number	12.5%	1	0	0	0	N/A
KPI PR 22b	London Procurement Pledge - cumulative work experience	Quarterly	Number	12.5%	4	3	2	1	N/A
KPI PR 23	User Satisfaction	Annual	Pass/Fail	25%	Lowest Quartile			Fail	N/A

6.2. Table 5b: Procurement Service to be used for Month 4 to Month 6, Contract Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI PR 20a	Contract Compliance - New contracts over £25k	Monthly	Percentage	12.5%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI PR 20b	Contract compliance - legacy contracts over £25k	Monthly	Percentage	12.5%	98.94%	93.94%	88.94%	83.94%	N/A
KPI PR 21	Effective Contract Management - legacy contracts	Quarterly	Percentage	25%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A
KPI PR 22a	London Procurement Pledge - cumulative Apprenticeships	Quarterly	Number	12.5%	2	1 to 0	0	0	N/A
KPI PR 22b	London Procurement Pledge - cumulative work experience	Quarterly	Number	12.5%	8	7 to 6	5 to 4	3 to 2	N/A
KPI PR 23	User Satisfaction	Annual	Pass/Fail	25%	Lowest Quartile			Fail	N/A

6.3. Table 5c: Procurement Service to be used for Month 7 to Month 9, Contract Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI PR 20a	Contract Compliance - New contracts over £25k	Monthly	Percentage	12.5%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A

KPI PR 20b	Contract compliance - legacy contracts over £25k	Monthly	Percentage	12.5%	98.94%	93.94%	88.94%	83.94%	N/A
KPI PR 21	Effective Contract Management - legacy contracts	Quarterly	Percentage	25%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A
KPI PR 22a	London Procurement Pledge - cumulative Apprenticeships	Quarterly	Number	12.5%	3	2 to 1	1 to 0	0	N/A
KPI PR 22b	London Procurement Pledge - cumulative work experience	Quarterly	Number	12.5%	12	11 to 8	7 to 4	3 to 0	N/A
KPI PR 23	User Satisfaction	Annual	Pass/Fail	25%	Lowest Quartile			Fail	N/A

6.4. Table 5d: Procurement Service to be used for Month 10 to Month 12, Contract Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI PR 20a	Contract Compliance - New contracts over £25k	Monthly	Percentage	12.5%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI PR 20b	Contract compliance - legacy contracts over £25k	Monthly	Percentage	12.5%	98.94%	93.94%	88.94%	83.94%	N/A
KPI PR 21	Effective Contract Management - legacy contracts	Quarterly	Percentage	25%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A
KPI PR 22a	London Procurement Pledge - cumulative Apprenticeships	Quarterly	Number	12.5%	4	3	2	1	N/A

KPI PR 22b	London Procurement Pledge - cumulative work experience	Quarterly	Number	12.5%	16	15 to 11	10 to 6	5 to 0	N/A
KPI PR 23	User Satisfaction	Annual	Pass/Fail	25%	Second Lowest Quartile			Lowest Quartile	N/A

6.5. Table 5e: Procurement Service to be used for Month 1 to Month 3, Contract Year 2 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI PR 20a	Contract Compliance - New contracts over £25k	Monthly	Percentage	12.5%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI PR 20b	Contract compliance - legacy contracts over £25k	Monthly	Percentage	12.5%	98.94%	93.94%	88.94%	83.94%	N/A
KPI PR 21	Effective Contract Management - legacy contracts	Quarterly	Percentage	25%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A
KPI PR 22a	London Procurement Pledge - cumulative Apprenticeships	Quarterly	Number	12.5%	4	3	2	1	N/A
KPI PR 22b	London Procurement Pledge - cumulative work experience	Quarterly	Number	12.5%	24	23 to 17	16 to 8	7 to 0	N/A
KPI PR 23	User Satisfaction	Annual	Pass/Fail	25%	Second Lowest Quartile			Lowest Quartile	N/A

6.6.Table 5f: Procurement Service to be used for Month 4 to Month 6, Contract Year 2 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI PR 20a	Contract Compliance - New contracts over £25k	Monthly	Percentage	12.5%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI PR 20b	Contract compliance - legacy contracts over £25k	Monthly	Percentage	12.5%	98.94%	93.94%	88.94%	83.94%	N/A
KPI PR 21	Effective Contract Management - legacy contracts	Quarterly	Percentage	25%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A
KPI PR 22a	London Procurement Pledge - cumulative Apprenticeships	Quarterly	Number	12.5%	6	5 to 4	3 to 2	2 to 1	N/A
KPI PR 22b	London Procurement Pledge - cumulative work experience	Quarterly	Number	12.5%	30	29 to 20	19 to 10	9 to 0	N/A
KPI PR 23	User Satisfaction	Annual	Pass/Fail	25%	Second Lowest Quartile			Lowest Quartile	N/A

6.7.Table 5g: Procurement Service to be used for Month 7 to Month 9, Contract Year 2 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%			Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands	Over Performance Bands
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		Frequency	Measure			Band 1	Band 2	Band 3	Band 1
KPI PR 20a	Contract Compliance - New contracts over £25k	Monthly	Percentage	12.5%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI PR 20b	Contract compliance - legacy contracts over £25k	Monthly	Percentage	12.5%	98.94%	93.94%	88.94%	83.94%	N/A
KPI PR 21	Effective Contract Management - legacy contracts	Quarterly	Percentage	25%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A
KPI PR 22a	London Procurement Pledge - cumulative Apprenticeships	Quarterly	Number	12.5%	8	7 to 5	4 to 2	1	N/A
KPI PR 22b	London Procurement Pledge - cumulative work experience	Quarterly	Number	12.5%	38	37 to 27	26 to 16	16 to 0	N/A
KPI PR 23	User Satisfaction	Annual	Pass/Fail	25%	Second Lowest Quartile			Lowest Quartile	N/A

6.8. Table 5h: Procurement Service to be used for Month 10 to Month 12, Contract Year 2 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI PR 20a	Contract Compliance - New contracts over £25k	Monthly	Percentage	12.5%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI PR 20b	Contract compliance - legacy contracts over £25k	Monthly	Percentage	12.5%	98.94%	93.94%	88.94%	83.94%	N/A

KPI PR 21	Effective Contract Management - legacy contracts	Quarterly	Percentage	25%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A
KPI PR 22a	London Procurement Pledge - cumulative Apprenticeships	Quarterly	Number	12.5%	12	13 to 8	7 to 2	1 to 0	N/A
KPI PR 22b	London Procurement Pledge - cumulative work experience	Quarterly	Number	12.5%	48	47 to 32	31 to 17	16 to 0	N/A
KPI PR 23	User Satisfaction	Annual	Pass/Fail	25%	Second Highest Quartile		Second Low est Quartile	Low est Quartile	N/A

6.9.Table 5i: Procurement Service to be used for Contract Year 3 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI PR 20a	Contract Compliance - New contracts over £25k	Monthly	Percentage	12.5%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI PR 20b	Contract compliance - legacy contracts over £25k	Monthly	Percentage	12.5%	98.94%	93.94%	88.94%	83.94%	N/A
KPI PR 21	Effective Contract Management - legacy contracts	Quarterly	Percentage	25%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A
KPI PR 22a	London Procurement Pledge - cumulative Apprenticeships	Quarterly	Number	12.5%	20	19 to 14	13 to 7	7 to 0	N/A
KPI PR 22b	London Procurement Pledge - cumulative work	Quarterly	Number	12.5%	80	79 to 60	59 to 40	39 to 0	N/A

	experience								
KPI PR 23	User Satisfaction	Annual	Pass/Fail	25%	Highest Quartile	Second Highest Quartile	Second Low est Quartile	Low est Quartile	N/A

6.10. Table 5j: Procurement Service to be used for Month Contract Year 4 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI PR 20a	Contract Compliance - New contracts over £25k	Monthly	Percentage	12.5%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI PR 20b	Contract compliance - legacy contracts over £25k	Monthly	Percentage	12.5%	98.94%	93.94%	88.94%	83.94%	N/A
KPI PR 21	Effective Contract Management - legacy contracts	Quarterly	Percentage	25%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A
KPI PR 22a	London Procurement Pledge - cumulative Apprenticeships	Quarterly	Number	12.5%	35	34 to 24	23 to 13	13 to 0	N/A
KPI PR 22b	London Procurement Pledge - cumulative work experience	Quarterly	Number	12.5%	140	139 to 100	99 to 60	59 to 0	N/A
KPI PR 23	User Satisfaction	Annual	Pass/Fail	25%	Highest Quartile	Second highest Quartile	Second Low est Quartile	Low est Quartile	N/A

6.11. Table 5k: Procurement Service to be used for Month Contract Year 5 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI PR 20a	Contract Compliance - New contracts over £25k	Monthly	Percentage	12.5%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI PR 20b	Contract compliance - legacy contracts over £25k	Monthly	Percentage	12.5%	98.94%	93.94%	88.94%	83.94%	N/A
KPI PR 21	Effective Contract Management - legacy contracts	Quarterly	Percentage	25%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A
KPI PR 22a	London Procurement Pledge - cumulative Apprenticeships	Quarterly	Number	12.5%	50	49 to 35	34 to 20	19 to 0	N/A
KPI PR 22b	London Procurement Pledge - cumulative work experience	Quarterly	Number	12.5%	200	199 to 125	124 to 50	49 to 0	N/A
KPI PR 23	User Satisfaction	Annual	Pass/Fail	25%	Highest Quartile	Second highest Quartile	Second Lowest Quartile	Low est Quartile	N/A

6.12. Table 5l: Procurement Service to be used for Month Contract Year 6 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%			Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
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		Frequency	Measure			Band 1	Band 2	Band 3	Band 1
KPI PR 20a	Contract Compliance - New contracts over £25k	Monthly	Percentage	12.5%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI PR 20b	Contract compliance - legacy contracts over £25k	Monthly	Percentage	12.5%	98.94%	93.94%	88.94%	83.94%	N/A
KPI PR 21	Effective Contract Management - legacy contracts	Quarterly	Percentage	25%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A
KPI PR 22a	London Procurement Pledge - cumulative Apprenticeships	Quarterly	Number	12.5%	60	59 to 40	39 to 20	19 to 0	N/A
KPI PR 22b	London Procurement Pledge - cumulative work experience	Quarterly	Number	12.5%	240	239 - 150	149 to 60	59 to 0	N/A
KPI PR 23	User Satisfaction	Annual	Pass/Fail	25%	Highest Quartile	Second highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A

6.13. Table 5m: Procurement Service to be used for Month Contract Year 7 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI PR 20a	Contract Compliance - New contracts over £25k	Monthly	Percentage	12.5%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI PR 20b	Contract compliance - legacy contracts over £25k	Monthly	Percentage	12.5%	98.94%	93.94%	88.94%	83.94%	N/A

KPI PR 21	Effective Contract Management - legacy contracts	Quarterly	Percentage	25%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A
KPI PR 22a	London Procurement Pledge - cumulative Apprenticeships	Quarterly	Number	12.5%	70	69 to 50	49 to 30	29 to 0	N/A
KPI PR 22b	London Procurement Pledge - cumulative work experience	Quarterly	Number	12.5%	280	279 to 200	199 to 120	120 to 0	N/A
KPI PR 23	User Satisfaction	Annual	Pass/Fail	25%	Highest Quartile	Second highest Quartile	Second Low est Quartile	Low est Quartile	N/A

6.14. Table 5n: Procurement Service to be used for Month Contract Year 8 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI PR 20a	Contract Compliance - New contracts over £25k	Monthly	Percentage	12.5%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI PR 20b	Contract compliance - legacy contracts over £25k	Monthly	Percentage	12.5%	98.94%	93.94%	88.94%	83.94%	N/A
KPI PR 21	Effective Contract Management - legacy contracts	Quarterly	Percentage	25%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A
KPI PR 22a	London Procurement Pledge - cumulative Apprenticeships	Quarterly	Number	12.5%	80	79 to 55	54 to 30	29 to 0	N/A
KPI PR 22b	London Procurement Pledge - cumulative work	Quarterly	Number	12.5%	320	279 to 200	199 to 120	120 to 0	N/A

	experience								
KPI PR 23	User Satisfaction	Annual	Pass/Fail	25%	Highest Quartile	Second highest Quartile	Second Low est Quartile	Low est Quartile	N/A

6.15. Table 5o: Procurement Service to be used for Month Contract Year 9 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI PR 20a	Contract Compliance - New contracts over £25k	Monthly	Percentage	12.5%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI PR 20b	Contract compliance - legacy contracts over £25k	Monthly	Percentage	12.5%	98.94%	93.94%	88.94%	83.94%	N/A
KPI PR 21	Effective Contract Management - legacy contracts	Quarterly	Percentage	25%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A
KPI PR 22a	London Procurement Pledge - cumulative Apprenticeships	Quarterly	Number	12.5%	90	89 to 60	59 to 30	29 to 0	N/A
KPI PR 22b	London Procurement Pledge - cumulative work experience	Quarterly	Number	12.5%	360	359 to 260	259 to 160	160 to 0	N/A
KPI PR 23	User Satisfaction	Annual	Pass/Fail	25%	Highest Quartile	Second highest Quartile	Second Low est Quartile	Low est Quartile	N/A

6.16. Table 5p: Procurement Service to be used for Month Contract Year 10 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI PR 20a	Contract Compliance - New contracts over £25k	Monthly	Percentage	12.5%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI PR 20b	Contract compliance - legacy contracts over £25k	Monthly	Percentage	12.5%	98.94%	93.94%	88.94%	83.94%	N/A
KPI PR 21	Effective Contract Management - legacy contracts	Quarterly	Percentage	25%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A
KPI PR 22a	London Procurement Pledge - cumulative Apprenticeships	Quarterly	Number	12.5%	100	99 to 70	69 to 30	29 to 0	N/A
KPI PR 22b	London Procurement Pledge - cumulative work experience	Quarterly	Number	12.5%	400	399 to 300	299 to 200	200 to 0	N/A
KPI PR 23	User Satisfaction	Annual	Pass/Fail	25%	Highest Quartile	Second highest Quartile	Second Lowest Quartile	Low est Quartile	N/A

7. Estates Services

The definitions of the KPIs referred to in the following table are contained in Appendix 5 above

7.1. Table 6a: Estates Service to be used for Year 1 inclusive

Ref	KPI Total Weight Assigned from PPM 1000			Service KPIs Sub weighting of	On Target Performance	Under Performance Point Bands	Over Performance Bands
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	points = 10%	Frequency	Measure	10%					
						Band 1	Band 2	Band 3	Band 1
KPI ES 24a	Civic Estate Condition	Annual	Pass/Fail	20%	Pass			Fail	N/A
KPI ES 24b	Building Statutory Compliance	Annual	Pass/Fail	20%	Pass			Fail	N/A
KPI ES 25	Facilities Management Incident Resolution	Quarterly	Percentage	20%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI ES 26	Asset Disposals	Annual	Percentage	20%	98%	97.99% to 93%	92.99% to 88%	87.99% to 83%	N/A
KPI ES 27	User Satisfaction	Annual	Score	20%	Second highest Quartile	Second lowest Quartile		lowest Quartile	N/A

7.2.Table 6b: Estates Service to be used for Contract Year 2 Onwards

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI ES 24a	Civic Estate Condition	Annual	Pass/Fail	20%	Pass			Fail	N/A
KPI ES 24b	Building Statutory Compliance	Annual	Pass/Fail	20%	Pass			Fail	N/A
KPI ES 25	Facilities Management Incident Resolution	Quarterly	Percentage	20%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A

KPI ES 26	Asset Disposals	Annual	Percentage	20%	98%	97.99% to 93%	92.99% to 88%	87.99% to 83%	N/A
KPI ES 27	User Satisfaction	Annual	Score	20%	highest Quartile	Second highest Quartile	Second Lowest Quartile	Low est Quartile	N/A
KPI ES 28	Occupancy and Utilisation	Annual	Percentage	TBC	Baseline less 10%	Baseline less 8%	Baseline less 6%	Baseline less 4%	N/A

8. Finance Services

The definitions of the KPIs referred to in the following table are contained in Appendix 5 above

8.1.Table 7a: Finance Service to be used for Contract Year 1 Inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI FIN 29	Budget Forecasting - % variance to budget	Quarterly	Percentage	16.7%	0%	0.01% to 0.50%	0.51% to 0.75%	0.76% to 1.0%	N/A
KPI FIN 30	Percentage of savings implemented	Quarterly	Percentage	16.7%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI FIN 31	Draft Statement of Accounts External Audit	Annual	Date	16.7%	31 st May	5 th June	10 th June	15 th June	N/A
KPI FIN 32	External Audit completed	Annual	Date	16.7%	18 th July	22 nd July	26 th July	Later	N/A
KPI FIN 33	Unqualified Audit Opinion	Annual	Pass/Fail	16.7%	Pass			Fail	N/A

KPI FIN 34	User Satisfaction	Annual	Pass/Fail	16.7%	second Highest Quartile		second Low est Quartile	Low est Quartile	N/A
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8.2.Table 7b: Finance Service to be used for Contract Year 2 Inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI FIN 29	Budget Forecasting - % variance to budget	Quarterly	Percentage	16.7%	0%	0.01% to 0.50%	0.51% to 0.75%	0.76% to 1.0%	N/A
KPI FIN 30	Percentage of savings implemented	Quarterly	Percentage	16.7%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI FIN 31	Draft Statement of Accounts External Audit	Annual	Date	16.7%	31 st May	5 th June	10 th June	15 th June	N/A
KPI FIN 32	External Audit completed	Annual	Date	16.7%	18 th July	22 nd July	26 th July	Later	N/A
KPI FIN 33	Unqualified Audit Opinion	Annual	Pass/Fail	16.7%	Pass			Fail	N/A
KPI FIN 34	User Satisfaction	Annual	Pass/Fail	16.7%	Highest Quartile	Second Highest Quartile	second Low est Quartile	Low est Quartile	N/A

8.3.Table 7c: Finance Service to be used for Contract Year 3 Onwards

Ref	KPI Total Weight Assigned from PPM 1000 points = 10%	Frequency	Measure	Service KPIs Sub weighting of 10%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
KPI FIN 29	Budget Forecasting - % variance to budget	Quarterly	Percentage	16.7%	0%	0.01% to 0.50%	0.51% to 0.75%	0.76% to 1.0%	N/A
KPI FIN 30	Percentage of savings implemented	Quarterly	Percentage	16.7%	100%	99.99% to 95%	94.99% to 90%	89.99% to 85%	N/A
KPI FIN 31	Draft Statement of Accounts External Audit	Annual	Date	16.7%	30 th April	5 th May	10 th May	15 th May	N/A
KPI FIN 32	External Audit completed	Annual	Date	16.7%	18 th July	22 nd July	26 th July	Later	N/A
KPI FIN 33	Unqualified Audit Opinion	Annual	Pass/Fail	16.7%	Pass			Fail	N/A
KPI FIN 34	User Satisfaction	Annual	Pass/Fail	16.7%	Highest Quartile	Second Highest Quartile	second Low est Quartile	Low est Quartile	N/A

9. Super KPIs

The definitions of the KPIs referred to in the following table are contained in Appendix 5 above

9.1.Table 8a: Super KPIs to be used for Contract Year 1 Inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 20%			Service KPIs Sub weighting of 20%	On Target Performance	Under Performance Point Bands	Over Performance Bands
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		Frequency	Measure			Band 1	Band 2	Band 3	Band 1
Super KPI 35a	Resident Satisfaction - staff are friendly and polite	Annual	Percentage	11%	78%	77.99% to 73%	72.99% to 68%	67.99% to 63%	N/A
Super KPI 35b	Resident Satisfaction - It is easy to access Council services	Annual	Percentage	11%	55%	54.99% to 50%	49.99% to 45%	44.99% to 40%	N/A
Super KPI 35c	Resident Satisfaction - Responds quickly when asked for help	Annual	Percentage	11%	49%	48.99% to 44%	43.99% to 39%	37.99% to 34%	N/A
Super KPI 36	Compliance with Authority Policy	Quarterly	Pass/Fail	34%	Pass			Fail	N/A
Super KPI 39a	Commissioner Satisfaction - Corporate Programmes	Annual	Percentage	5.5%	65%	64.99% to 60%	59.99% to 55%	54.99% to 50%	N/A
Super KPI 39b	Commissioner Satisfaction - Corporate Estates	Annual	Score	5.5%	Second Lower Quartile			Lower Quartile	N/A
Super KPI 39c	Commissioner Satisfaction - Corporate IS	Annual	Score	5.5%	Second Lower Quartile			Lower Quartile	N/A
Super KPI 39d	Commissioner Satisfaction – Procurement	Annual	Score	5.5%	Second Lower Quartile			Lower Quartile	N/A
Super KPI 39e	Commissioner Satisfaction – HR	Annual	Score	5.5%	Second Lower Quartile			Lower Quartile	N/A
Super KPI 39f	Commissioner Satisfaction – Finance	Annual	Score	5.5%	Second highest quartile	Second Lowest Quartile		Low est Quartile	N/A

9.2.Table 8b: Super KPIs to be used for Contract Year 2 Inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 20%	Frequency	Measure	Service KPIs Sub weighting of 20%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
Super KPI 35a	Resident Satisfaction - staff are friendly and polite	Annual	Percentage	11%	78%	77.99% to 73%	72.99% to 68%	67.99% to 63%	N/A
Super KPI 35b	Resident Satisfaction - It is easy to access Council services	Annual	Percentage	11%	64%	63.99% to 59%	58.99% to 54%	53.99% to 49%	N/A
Super KPI 35c	Resident Satisfaction - Responds quickly when asked for help	Annual	Percentage	11%	49%	48.99% to 44%	43.99% to 39%	37.99% to 34%	N/A
Super KPI 36	Compliance with Authority Policy	Quarterly	Pass/Fail	34%	Pass			Fail	N/A
Super KPI 39a	Commissioner Satisfaction - Corporate Programmes	Annual	Percentage	5.5%	80%	79.99% to 75%	74.99% to 70%	69.99% to 65%	N/A
Super KPI 39b	Commissioner Satisfaction - Corporate Estates	Annual	Score	5.5%	Second Highest Quartile		Second Lowest Quartile	Lowest Quartile	N/A
Super KPI 39c	Commissioner Satisfaction - Corporate IS	Annual	Score	5.5%	Second Highest Quartile		Second Lowest Quartile	Lowest Quartile	N/A
Super KPI 39d	Commissioner Satisfaction – Procurement	Annual	Score	5.5%	Second Highest Quartile		Second Lowest Quartile	Lowest Quartile	N/A
Super KPI 39e	Commissioner Satisfaction – HR	Annual	Score	5.5%	Second Highest Quartile		Second Lowest Quartile	Lowest Quartile	N/A
Super KPI 39f	Commissioner Satisfaction – Finance	Annual	Score	5.5%	highest quartile	Second Highest	Second Lowest Quartile	Lowest Quartile	N/A

						Quartile			
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9.3.Table 8b: Super KPIs to be used for Contract Year 3 Inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 20%	Frequency	Measure	Service KPIs Sub weighting of 20%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
Super KPI 35a	Resident Satisfaction - staff are friendly and polite	Annual	Percentage	11%	80%	79.99% to 75%	74.99% to 70%	69.99% to 65%	N/A
Super KPI 35b	Resident Satisfaction - It is easy to access Council services	Annual	Percentage	11%	67%	66.99% to 62%	61.99% to 57%	56.99% to 52%	N/A
Super KPI 35c	Resident Satisfaction - Responds quickly when asked for help	Annual	Percentage	11%	55%	54.99% to 50%	49.99% to 45%	44.99% to 40%	N/A
Super KPI 36	Compliance with Authority Policy	Quarterly	Pass/Fail	34%	Pass			Fail	N/A
Super KPI 39a	Commissioner Satisfaction - Corporate Programmes	Annual	Percentage	5.5%	80%	79.99% to 75%	74.99% to 70%	69.99% to 65%	N/A
Super KPI 39b	Commissioner Satisfaction - Corporate Estates	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A
Super KPI 39c	Commissioner Satisfaction - Corporate IS	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A
Super KPI 39d	Commissioner Satisfaction – Procurement	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A

Super KPI 39e	Commissioner Satisfaction – HR	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A
Super KPI 39f	Commissioner Satisfaction – Finance	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A

1.1. Table 8b: Super KPIs to be used for Contract Year 4 Inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 20%	Frequency	Measure	Service KPIs Sub weighting of 20%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
Super KPI 35a	Resident Satisfaction - staff are friendly and polite	Annual	Percentage	11%	80%	79.99% to 75%	74.99% to 70%	69.99% to 65%	N/A
Super KPI 35b	Resident Satisfaction - It is easy to access Council services	Annual	Percentage	11%	67%	66.99% to 62%	61.99% to 57%	56.99% to 52%	N/A
Super KPI 35c	Resident Satisfaction - Responds quickly when asked for help	Annual	Percentage	11%	55%	54.99% to 50%	49.99% to 45%	44.99% to 40%	N/A
Super KPI 36	Compliance with Authority Policy	Quarterly	Pass/Fail	34%	Pass			Fail	N/A
Super KPI 39a	Commissioner Satisfaction - Corporate Programmes	Annual	Percentage	5.5%	80%	79.99% to 75%	74.99% to 70%	69.99% to 65%	N/A
Super KPI 39b	Commissioner Satisfaction - Corporate Estates	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A

Super KPI 39c	Commissioner Satisfaction - Corporate IS	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Low est Quartile	Low est Quartile	N/A
Super KPI 39d	Commissioner Satisfaction – Procurement	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Low est Quartile	Low est Quartile	N/A
Super KPI 39e	Commissioner Satisfaction – HR	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Low est Quartile	Low est Quartile	N/A
Super KPI 39f	Commissioner Satisfaction – Finance	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Low est Quartile	Low est Quartile	N/A

1.2.Table 8c: Super KPIs to be used for Contract Year 5 Inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 20%	Frequency	Measure	Service KPIs Sub weighting of 20%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
Super KPI 35a	Resident Satisfaction - staff are friendly and polite	Annual	Percentage	11%	82%	81.99% to 77%	76.99% to 72%	71.99% to 67%	N/A
Super KPI 35b	Resident Satisfaction - It is easy to access Council services	Annual	Percentage	11%	70%	69.99% to 65%	64.99% to 60%	59.99% to 55%	N/A
Super KPI 35c	Resident Satisfaction - Responds quickly w hen asked for help	Annual	Percentage	11%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A
Super KPI 36	Compliance w ith Authority Policy	Quarterly	Pass/Fail	34%	Pass			Fail	N/A
Super KPI 39a	Commissioner Satisfaction - Corporate Programmes	Annual	Percentage	5.5%	80%	79.99% to 75%	74.99% to 70%	69.99% to 65%	N/A

Super KPI 39b	Commissioner Satisfaction - Corporate Estates	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Low est Quartile	Low est Quartile	N/A
Super KPI 39c	Commissioner Satisfaction - Corporate IS	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Low est Quartile	Low est Quartile	N/A
Super KPI 39d	Commissioner Satisfaction – Procurement	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Low est Quartile	Low est Quartile	N/A
Super KPI 39e	Commissioner Satisfaction – HR	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Low est Quartile	Low est Quartile	N/A
Super KPI 39f	Commissioner Satisfaction – Finance	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Low est Quartile	Low est Quartile	N/A

1.3.Table 8d: Super KPIs to be used for Contract Year 6 Inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 20%	Frequency	Measure	Service KPIs Sub weighting of 20%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
Super KPI 35a	Resident Satisfaction - staff are friendly and polite	Annual	Percentage	11%	82%	81.99% to 77%	76.99% to 72%	71.99% to 67%	N/A
Super KPI 35b	Resident Satisfaction - It is easy to access Council services	Annual	Percentage	11%	70%	69.99% to 65%	64.99% to 60%	59.99% to 55%	N/A
Super KPI 35c	Resident Satisfaction - Responds quickly w hen asked for help	Annual	Percentage	11%	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	N/A

Super KPI 36	Compliance with Authority Policy	Quarterly	Pass/Fail	34%	Pass			Fail	N/A
Super KPI 39a	Commissioner Satisfaction - Corporate Programmes	Annual	Percentage	5.5%	80%	79.99% to 75%	74.99% to 70%	69.99% to 65%	N/A
Super KPI 39b	Commissioner Satisfaction - Corporate Estates	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Low est Quartile	Low est Quartile	N/A
Super KPI 39c	Commissioner Satisfaction - Corporate IS	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Low est Quartile	Low est Quartile	N/A
Super KPI 39d	Commissioner Satisfaction – Procurement	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Low est Quartile	Low est Quartile	N/A
Super KPI 39e	Commissioner Satisfaction – HR	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Low est Quartile	Low est Quartile	N/A
Super KPI 39f	Commissioner Satisfaction – Finance	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Low est Quartile	Low est Quartile	N/A

1.4.Table 8e: Super KPIs to be used for Contract Year 7 to 9 Inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 20%	Frequency	Measure	Service KPIs Sub weighting of 20%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1
Super KPI 35a	Resident Satisfaction - staff are friendly and polite	Annual	Percentage	11%	85%	84.99% to 80%	79.99% to 75%	74.99% to 70%	N/A
Super KPI 35b	Resident Satisfaction - It is easy to access	Annual	Percentage	11%	75%	74.99% to 70%	69.99% to 65%	64.99% to 60%	N/A

	Council services								
Super KPI 35c	Resident Satisfaction - Responds quickly when asked for help	Annual	Percentage	11%	70%	69.99% to 65%	64.99% to 60%	59.99% to 55%	N/A
Super KPI 36	Compliance with Authority Policy	Quarterly	Pass/Fail	34%	Pass			Fail	N/A
Super KPI 39a	Commissioner Satisfaction - Corporate Programmes	Annual	Percentage	5.5%	80%	79.99% to 75%	74.99% to 70%	69.99% to 65%	N/A
Super KPI 39b	Commissioner Satisfaction - Corporate Estates	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A
Super KPI 39c	Commissioner Satisfaction - Corporate IS	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A
Super KPI 39d	Commissioner Satisfaction – Procurement	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A
Super KPI 39e	Commissioner Satisfaction – HR	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A
Super KPI 39f	Commissioner Satisfaction – Finance	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A

1.5. Table 8e: Super KPIs to be used for Contract Year 10 inclusive

Ref	KPI Total Weight Assigned from PPM 1000 points = 20%	Frequency	Measure	Service KPIs Sub weighting of 20%	On Target Performance	Under Performance Point Bands			Over Performance Bands
						Band 1	Band 2	Band 3	Band 1

Super KPI 35a	Resident Satisfaction - staff are friendly and polite	Annual	Percentage	11%	85%	84.99% to 80%	79.99% to 75%	74.99% to 70%	N/A
Super KPI 35b	Resident Satisfaction - It is easy to access Council services	Annual	Percentage	11%	75%	74.99% to 70%	69.99% to 65%	64.99% to 60%	N/A
Super KPI 35c	Resident Satisfaction - Responds quickly when asked for help	Annual	Percentage	11%	70.80%	69.99% to 65%	64.99% to 60%	59.99% to 55%	N/A
Super KPI 36	Compliance with Authority Policy	Quarterly	Pass/Fail	34%	Pass			Fail	N/A
Super KPI 39a	Commissioner Satisfaction - Corporate Programmes	Annual	Percentage	5.5%	80%	79.99% to 75%	74.99% to 70%	69.99% to 65%	N/A
Super KPI 39b	Commissioner Satisfaction - Corporate Estates	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A
Super KPI 39c	Commissioner Satisfaction - Corporate IS	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A
Super KPI 39d	Commissioner Satisfaction – Procurement	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A
Super KPI 39e	Commissioner Satisfaction – HR	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A
Super KPI 39f	Commissioner Satisfaction – Finance	Annual	Score	5.5%	highest quartile	Second Highest Quartile	Second Lowest Quartile	Lowest Quartile	N/A

Appendix 7 – No Service No Fee KPIs

- The following Tables show the KPIs that are subject to No Service No Fee and the level of Performance that would in each case lead to No Service No Fee in any given Contract year

1.1. Table 1a: Revenues and Benefits

Ref	KPI description	Contract Year	On Target Performance	Under Performance Point Bands			No Service No Fee level
				Band 1	Band 2	Band 3	
KPI RB08	Benefits Claims Processing - New Claims	Year 1 inclusive	10 days	11 to 12 days	13 to 14 days	15 to 16 days	30 Days
KPI RB08	Benefits Claims Processing - New Claims	Year 2 Onwards	10 days	11 to 12 days	13 to 14 days	15 to 16 days	28 days

1.2. Table 1b: Customer Services

Ref	KPI description	Contract Year	On Target Performance	Under Performance Point Bands			Over Performance	No Service No Fee level
				Band 1	Band 2	Band 3	Band 1	
CSO KPI 10a	Customer satisfaction (Proxy year 1)	Year 1 Inclusive	58%	57.99% to 53%	52.99% to 48%	47.99% to 43%	70%	30%
CSO KPI 10a	Customer satisfaction (Proxy year 1)	Year 1 months 4 to 6 Inclusive	60%	59.99% to 55%	54.99% to 50%	49.99% to 45%	70%	32%

CSO KPI 10a	Customer satisfaction (Proxy year 1)	Year 1 months 7 to 9 Inclusive	65%	64.995 to 60%	59.99% to 55%	54.99% to 50%	75%	37%
CSO KPI 10a	Customer satisfaction (Proxy year 1)	Year 1 months 10 to 12 Inclusive	70%	69.99% to 65%	64.99% to 60%	59.99% to 55%	80%	42%
CSO KPI 10a	Customer satisfaction – Year 2	Year 2 Inclusive	80%	79.99% to 75%	74.99% to 70%	60.99% to 65%	90%	52%
CSO KPI 10a	Customer satisfaction – Year 2	Year 3 and 4 inclusive	85%	84.99% to 80%	79.99% to 75%	74.995 to 70%	95%	57%
CSO KPI 10a	Customer satisfaction – Year 2	Year 5 Onwards	90%	89.99% to 85%	84.99% to 80%	79.99% to 75%	95%	62%

1.3.Table 1c: IS Services

Ref	KPI description	Contract Year	On Target Performance	Under Performance Point Bands			Over Performance	No Service No Fee level
				Band 1	Band 2	Band 3	Band 1	
KPI IS 13	Critical System Availability	Year 1 onwards	99.50%	99.49% to 99.40%	99.39% to 99.30%	99.29% to 99.20%	N/A	90%

1.4.Table 1d: Finance Services

Ref	KPI description	Contract Year	On Target Performance	Under Performance Point Bands			Over Performance	No Service No Fee level
				Band 1	Band 2	Band 3	Band 1	

KPI FIN 31	Draft Statement of Accounts External Audit	Year 1 and 2 Inclusive	31 st May	5 th June	10 th June	15 th June	N/A	15 th July
KPI FIN 31	Draft Statement of Accounts External Audit	Year 3 Onwards	30 th April	5 th May	10 th May	15 th May	N/A	15 th June

Appendix 8 – In-flight Projects

- 1 The Following table shows the **Change In-flight Projects** delivered by Corporate Programmes. This list states the status of each project at Service Transfer Date, and the planned next steps at Service Transfer Date using the processes set out in Schedule 15 (Special Projects Approval Procedure). The list also shows the current Funding in place for the projects and expected to accrue to the Authority via the Income and Recharges related to Corporate Programmes as set out in paragraph 12, Table 12j

Change Project	Description	Project Stage at Service Transfer Date	Deliverable(s) for Project Stage at Service Transfer Date
Children's Service Early Intervention and Prevention System	Specify, procure and implement a case management system that can manage early interventions prior to cases being "stepped up" to the Integrated Children's System (ICS) system. The system will provide access to partners to facilitate better multi-agency working and identification of potential risks	Delivery	Awaiting definition
Children's Service eFinancial	Specify, procure and implement an end to end financial management solution for Children's Service. The solution will need to integrate with ICS and the corporate finance system	Delivery	Awaiting definition
Registration Service Review	Create a shared Registration Service with a neighbouring borough (most likely Brent). Transition and integration of the service and TUPE transfer of staff	Delivery	Awaiting definition
Mortuary Service Review	Create a shared Mortuary Service with a neighbouring borough (most likely Haringey). Transition and integration of the service and TUPE transfer of staff	Delivery	Awaiting definition
Waste and Street Scene	A programme of work covering three projects: <ol style="list-style-type: none"> 1. Bringing in house the May Gurney recycling service including a reverse TUPE transfer 2. Moving to a co-mingled recycling collection service (ie one rather than multiple bins) 3. Service transformation of street and green spaces cleaning services 	Delivery	Awaiting definition
Sport and Physical Activity	Renegotiate contracts with main supplier of leisure services – Greenwich Leisure Ltd (GLL). Target to save £1m in MTFS.	OBC	OBC

	Also research on how to improve the level of engagement in sports and physical activity to improve the national indicator performance		
Safer Communities	A programme or work covering four projects: <ol style="list-style-type: none"> 1. Neighbourhood justice panels – forum for low level offenders to meet with their victims 2. Community coaches – help offenders or those likely to offend to navigate the support available to them 3. Conditional cautions – cautions with reparative, rehabilitative or restrictive cautions attached 4. Enhanced integrated offender management – cross agency intensive engagement with offenders 	Delivery	Awaiting definition
Safer Communities CCTV (Note: this will transfer subject to the necessary agreements to be in place around conflict of interest)	Specify, procure and implement a managed service to replace the existing in-house CCTV service.	Delivery	Awaiting definition
Early Intervention and Prevention	Programme that has been de-scoped to a single project to pilot life skills training for children and parents in a school	Delivery	Awaiting definition

- 2 The Following table shows the **Capital In-flight Projects** expected to be commencing in 2013/14 and to be delivered by Corporate Programmes. This list states the status of each project at Service Transfer Date, and the planned next steps at Service Transfer Date using the processes set out in Schedule 15 (Special Projects Approval Procedure). The list also shows the anticipated Funding in place for the projects and expected to accrue to the Authority via the Income and Recharges related to Corporate Programmes as set out in paragraph 12, Table 12J

Change Project	Anticipated funding period	Deliverable(s) for Project Stage at Service Transfer Date
Barnet Schools Improvement Project	May 2013 - March 2014	Awaiting definition

Early Years Strategy	July 2013 – December 2013	Awaiting definition
Barnet Spending Review	March 2013 - January 2014	Awaiting definition
GIS External	April 2013 - June 2013	Awaiting definition
Adults Investment in IT	To be confirmed	Awaiting definition
Libraries Community Assets Strategy	April 2013 - December 2013	Awaiting definition

- 3 The Following table shows the Capital In-flight Projects delivered by Corporate Programmes, the table. This list states the status of each project at Service Transfer Date, and the planned next steps at Service Transfer Date using the processes set out in Schedule 15 (Special Projects Approval Procedure). The list also shows the anticipated Funding in place for the projects and expected to accrue to the Authority via the Income and Recharges related to Corporate Programmes as set out in paragraph 12, Table 12K

Education Capital Programme			
<i>Primary School Capital Investment Programme (Kier SPA)</i>			
The Orion Primary School New Build	Acquisition of land for; design and construction of a new 4 form entry (4FE) primary school on the former Mill Hill Sports Club site on Grahame Park Way. Decant of Orion Primary School to new building.	Delivery	Awaiting definition
Mill Hill East Primary School New Build	Design and Build of new 3FE school with 39 FTE Nursery; delivery of temporary solution to address need for school related vehicular pick up and drop off, site access for haulage during construction; and attenuation Tank for wider development on School Site	Delivery (<i>Subject to Planning Approval. Application submitted and anticipated 21 March 2013</i>)	Stage D Report Planning Consent JCT Contract for 3FE Primary School Awaiting definition for future Delivery stage
Etz Chaim Free School New Build	Provision of accommodation for a one form entre (1FE) primary education of 210 children plus nursery	Delivery	Construction up to Practical Completion est. June 2013 Defects liability period PM (should

			this transfer?)
<i>Urgent Primary Places/Primary School Expansions</i>			
Blessed Dominic Primary School Temp Accommodation	Installation of temporary accommodation unit on school playing fields. Completed September 2012	Post Practical Completion- defects liability period.	Defects Liability Period (should this transfer?)
Blessed Dominic Primary School Expansion	Creating a permanent school expansion in the old Orion School building. Pipeline project so scope is not yet defined.	Planning phase is envisaged to commence July 2013.	Awaiting definition
Oak Lodge Secondary Special School Expansion	Pipeline project so scope is not yet defined.	Pre-commencement	Awaiting definition
Deansbrook Inf & Jnr School Expansion	Provision of accommodation to expand to a 4 Form Entry (4FE) for both Infants and Nursery which will result in 210 additional student intakes per year. <i>Currently only a feasibility paper.</i>	Feasibility	Awaiting definition
Holly Park Primary School Expansion	TBC	Feasibility	Awaiting definition
Moss Hall Primary School Expansion	Design, construction and expand accommodation for 90 additional pupil places in the Infants and 120 additional places in the Juniors; make any necessary improvements to the electrical capacity.	Delivery (<i>Subject to Planning Approval. Application submitted and anticipated 21 March 2013</i>)	Receipt of planning approval Construction of the temporary modular unit & decant of pupils/activities as required Demolition of unsuitable buildings Construction of new buildings.
Brunswick Park Primary School Expansion	Deliver a permanent solution that will provide additional capacity to allow for one additional form of entry at Brunswick Park Primary school (from 1FE to 2FE and bringing the schools capacity up from 270 to 420) and to build to BB99 standards where possible.	Delivery (<i>Subject to Planning Approval. Application submitted and anticipated 21 March 2013</i>)	Receipt of planning approval Signing of JCT Design & Build Contract 2011. Construction of new buildings.

Oakleigh Primary Special School Expansion	Deliver a solution that will provide 3 additional classrooms to accommodate up to 24 children using a mixture of new build and redevelopment of the existing school with associated toilets and storage facilities; amendments to the parking arrangements / access road to improve circulation for mini-buses/pedestrians	Delivery (<i>Subject to Planning Approval. Application submitted and anticipated 21 March 2013</i>)	Receipt of planning approval Signing of JCT Design & Build Contract 2011. Redevelopment/refurbishment of existing buildings Construction of new buildings.
Martin Primary School Expansion	Deliver a solution that will provide accommodation for additional entry to the school by the provision of 7 classrooms using a mixture of new build and redevelopment of the existing school.	Delivery (<i>Subject to Planning Approval. Application submitted and anticipated 21 March 2013</i>)	Receipt of planning approval Signing of JCT Design & Build Contract 2011. Redevelopment/refurbishment of existing buildings Construction of new buildings.
Secondary School Expansions			
Christ's College Secondary School Expansion	Design and construction of a new teaching block of 1486sq m to provide teaching space to allow for one additional form of entry each year for five years from September 2013, plus an additional 21 students to the sixth form in 2013/14 and 2014/15.	Delivery (<i>Subject to Planning Approval. Application submitted and anticipated 19 Feb 2013</i>)	Receipt of planning approval Signing of JCT Design & Build Contract 2011. Demolition of unsuitable buildings Construction of new buildings.
Compton Secondary School Expansion	Provide teaching space to allow for one additional form of entry each year for five years from September 2013, bringing the school's capacity up to 1050 students. Improvement of current provision of teaching space for art, drama and music departments	Delivery	JCT Contract Temporary Modular Unit Mobilisation New Build Extended Teaching Block Construction to Practical Completion Defects period
Copthall Secondary School Expansion	Design and construction of a new school building deliver a solution that will provide additional capacity at Copthall School to cater for one additional form of entry. Including redevelopment of external social areas and reconfiguration of external landscaping areas.	Delivery	Receipt of planning approval Signing of JCT Design & Build Contract 2011. Construction of the temporary modular unit & decant of pupils/activities as required Demolition of unsuitable buildings Construction of new buildings.

Depot Relocation	Planning and delivery of the new depot, with other workteams, including <ul style="list-style-type: none"> ○ Maximising the financial and operational opportunities the relocation project presents through asset management and the use of the depot at its new location ○ Maintaining the core services which operate from the depot at all times ○ Managing the exit from the Mill Hill depot appropriately and in a timely manner 	Pre contract	Design, planning, procurement of contractors and production of detailed designs
Parks and Street Cleansing Area Operation Sites (Sat. Depots)	Expansion and redevelopment of Copthall and Oakhill sites to free up the Mill Hill East Depot. Scope to be developed in work stages	TBC	Awaiting definition
Hendon Cems & Crems	Identify and implement changes to the infrastructure and service at Hendon Cemetery and Crematorium to ensure future viability of the business at least for the short term.	Delivery	Refurbished Facilities at Site Entrance Replace Mercury abated Cremators Utilise Land & Facilities to Maximum Potential Solution for Protection Against Data Loss

- 4 The Following table shows the IS In-flight Projects delivered by Corporate Programmes, the table. This list states the status of each project at Service Transfer Date, and the planned next steps at Service Transfer Date using the processes set out in Schedule 15 (Special Projects Approval Procedure). Where the project is not yet complete but anticipated to be complete prior to the Service Transfer Date this is also shown, in the event that the project is not complete by the Service Transfer Date, the parties will discuss in good faith to establish how the Service Provider can facilitate closure through the Schedule 15 fast track process.

IS Project	Description	Project Stage at Service Transfer Date	Deliverable(s) for Project Stage at Service Transfer Date	Funding arrangements
Parking	Move of Parking systems to Civica / Zenco	Authority to complete prior to Service Transfer Date	None	N/A

IS Project	Description	Project Stage at Service Transfer Date	Deliverable(s) for Project Stage at Service Transfer Date	Funding arrangements
Passenger Transport	Transport provision for SEN and Adult Social Care. Joint initiative with LB Harrow and WLA	Authority to complete prior to Service Transfer Date	None	N/A
Public Health	Joint Partnership Initiative between LBB ASCH and LB Harrow. Harrow to host the joint team.	Authority to complete prior to Service Transfer Date	None	N/A
MASH	Joint working initiative combining LBB Social Work staff, NHS, Police, Probation Service	Authority to complete prior to Service Transfer Date	None	N/A
Election Systems	Strand replacement	Authority to complete prior to Service Transfer Date	None	N/A
Wisdom	Upgrade Wisdom platform for resilience and test platform	Delivery	Awaiting definition	Chargeable as a Change Project
GIS	Create resilient platform for GIS for intranet & test. Scoped, costed and kit procured with application built on new system. DB work to be performed on 1st Feb	Authority to complete prior to Service Transfer Date	None	N/A
NSCSO Accommodation Changes	Consolidation of services and staff in scope for NSCSO into Building 4	Authority to complete prior to Service	None	N/A
Music Service Move	Move of Music Service to outsource Charitable Status SLA now in final draft.	Authority to complete prior to Service Transfer Date	None	N/A
Secure Email Rollout	Rollout of Message Labs secure mail system to council users	Authority to complete prior to Service Transfer Date	None	N/A
DRS Changes	Tasks associated with DRS separation	Awaiting definition	OBC	Charges and rates subject to the provisions of Schedule 1, DRS interface services and delivery by the Service Provider as set out in

IS Project	Description	Project Stage at Service Transfer Date	Deliverable(s) for Project Stage at Service Transfer Date	Funding arrangements
				Schedule 2, Service Delivery Plan
Registrar's POS System (DH)	Deployment of a POS system hosted by Brent to Burnt Oak Registrar's office utilising a CUG over the PSN. Equipment installed final CUG configuration being addressed	Part of the Change Projects in paragraph 1 above	N/A	N/A
PCI & LPSN Compliance , Provision of resilient LPSN connection (DH)	Renewal of Barnet PSN compliance Renewal of PCI compliance	Delivery	Awaiting definition	Chargeable as a Change Project
Closure of 'old' Citrix farm	Closure of 'old' Citrix farm	Authority to complete prior to Service	None	N/A
Swift Performance	Project to investigate current poor performance of the Swift ADLIVE database	Delivery	Problem record – reprioritisation change	Investigation and bug fixes funded within Periodic Service Payments
ASCH - Data Quality Adults IT system	Project to health check and clean up Swift data prior to implementing a replacement Social Care system.	OBC	Awaiting definition	Chargeable through Schedule 15
LA2Plus	Project to health check and clean up Swift data prior to implementing a replacement Social Care system.	OBC	Awaiting definition	Chargeable through Schedule 15
CCMIS	Implementation of Children's Centre Management Information System	Authority to complete prior to Service	None	N/A
Customer Services Transformation	Set up of the New Customer Call Centre at NLBP	Authority to complete prior to Service	None	N/A
Early Intervention and Prevention	Children's Dept. "Early Intervention" System	Part of the Change Projects in paragraph 1 above	N/A	N/A
Tribal SEN System Review	Review of current system usage, modules available and modules to be implemented	Delivery	Awaiting definition	Chargeable as a Change Project

IS Project	Description	Project Stage at Service Transfer Date	Deliverable(s) for Project Stage at Service Transfer Date	Funding arrangements
Tablet Refresh	Mitigate risk of XP operating system security and lack of support. Enhance end user experience and improve productivity with memory upgrade and new OS. 'Sweat' assets and extend useful life of tablets saving costs of new machines..	Delivery	Replaced by Service provider refresh programme included in IS transformation and Schedule 2 Service Delivery Plans	Included within Periodic Service Payments
Pre-Paid Cards Re-Tender	Re-Tender for the existing CitiBank pre-paid cards solution due to contract expiry (CitiBank are pulling out of the market).	OBC	Awaiting definition	Chargeable through Schedule 15
AXIS (Income) upgrade	Upgrade AXIS to v8.	Authority to complete prior to Service	None	N/A
SAP Business Objects upgrade	Upgrade Business objects to v4	Delivery	Delivery	Included within Periodic Service Payments
Potentially Violent Persons Register	Database system to register risk details of potentially violent customers and warning to staff prior to site visit	OBC	Awaiting definition	Chargeable through Schedule 15
Learning Disabilities Team		OBC	Awaiting definition	Chargeable through Schedule 15
Children's Centre Moves	Bringing Parkfield and The Hyde Children's Centre's back under the control of LBB (away from schools)	OBC	Awaiting definition	Chargeable through Schedule 15
Scheduled Acolaid upgrade	Upgrade system version to V3.4	Authority to complete prior to Service	None	N/A
ASCH Mobilisation Project	IT work required to enable the re-structuring of the service	OBC	Awaiting definition	Chargeable through Schedule 15
Children's Service Mobilisation Project	IT work required to enable the re-structuring of the service	OBC	Awaiting definition	Chargeable through Schedule 15

The tables above do not currently provide specific detail on budgets, deliverables, FTE resource allocations and timescales. These will be agreed between the parties within 3 months of service transfer date.

Appendix 9 – Day Rates

1. The tables below show the day rates which will be applied to new project activity undertaken under Schedule 15 Special Projects, Schedule 14 Change Protocol or where the Authority requires ad hoc project or transformation resource.
2. The long term rates shown in the Third column in each table will be used where:
 - 2.1. The individual concerned is working for the number of days required continuously on the same project
 - 2.2. No other commercial mechanism is being used for the work that they are doing (e.g. risk/reward)
3. Table 1 below will be used for transformation and change projects
 - 3.1. These resources will be provided where specialist or subject matter experts are required from the Service provider.
 - 3.2. Transformation and procurement project managers - these project managers are experienced business change and transformation project managers. These Project Managers will however typically have 3 years experience of IT project delivery.

Table 1: Transformation & Procurement SME Resources

	Daily Rate 0-60 days	Daily Rate 61-150 days	Daily Rate 150+ days
Director			
Programme Manager			
Blueprint/ Solution Lead			
Subject Matter Expert			
Organisation Design Consultant			
Senior Change Manager			
Lead Co-design SME			
Finance/ Benefits Lead			
PMO Manager			
Project Manager			
Change Manager			
Specialist Business Analyst (eg Lean)			
Business Analyst			
Finance/ Benefits Modeller			
Junior Project Manager			
PMO Officer			
Junior Business Analyst			
PMO Support			

Assistant Change Manager			

4. Table 2 below will be used for Service specific delivery resources where

4.1. additional service delivery specialists or subject matter experts are required from the Service provider

4.2. Service delivery project managers will have specific experience in the service areas in scope and have 5 years or more operational experience of implementing change in the service environment

Table 2 - Service delivery resources

	Daily Rate	Daily Rate	Daily Rate
	0-20	21-60 days	61-220 days
Service Director			
Estates Director			
Head of Service			
Associate Estates Director			
Service Programme Manager			
Service Manager			
Estates Associate			
Service Project Manager			
Senior Surveyor			
Surveyor			
MI / WFM Specialist			
Qualified Accountant			
Operational Manager			
Service Subject Matter Expert/Specialist			
Service Analyst			
Team Leader			
Customer Service Advisor			
Contact Centre Agents			
Administrative Support			
Service Trainee			
	Monthly rate		
Interim Service Manager			

5. Table 3 below will be used for IS projects.

5.1. These resources will be provided where specialist or subject matter IS experts are required from the Service provider.

5.2. IT Project Managers – these are IT Project managers who will have technical backgrounds and experience in managing and delivering IT related projects,

implementation and change and will not necessarily have the wider business change and transformation experience. These Project Managers will however typically have 3 years experience of IT project delivery

Table 3 - IS Services

	Daily Rate 1-5 Days	Daily Rate 6 - 49 Days	Daily Rate 50 + Days
IT Director			
Lead Solutions Architect / Technical Design Authority			
Lead Service Manager / Service Delivery Architect			
Managing IT Consultant			
Principal Service Delivery Manager			
Principal Project Manager			
Project Manager			
Principal IT Consultant			
Solution / Applications Specialist			
Senior Service Designer / Delivery Specialist			
Senior IT Consultant			
Analyst / Programmer			
IT Consultant			
Junior Analyst / Programmer			
Service Analyst / Designer			
Junior IT Consultant			
Junior Support / Service Analyst			

6. Table 4 below will be used for Legacy project staff.

6.1. These resources will transfer to the Service Provider and will be provided on the basis set out in paragraph 45 above. These project managers will deal with basic project coordination and monitoring. The Legacy Staff rates set out in this table will apply to the 8 FTE's within Corporate Programmes and engaged in basic project activity as set out in paragraph 45 above

Table 4; Legacy One Barnet Project Managers			
Project Director	615	554	499
Senior Project Manager	492	438	394
Project Manager	348	309	278
Change Manager	281	250	225
Assistant Project Manager	305	271	244

7. Table 5 below will be used for Health Safety and Wellbeing projects as set out in Schedule 2 Service Delivery Plans, HR Service and will be used for ad hoc projects and interventions commissioned by the Authority

	Cost per Unit	Unit	Month Incurred	Assumptions
EAP (Telephone only)	£2.95	Per head	Ongoing	14% utilisation of our telephone counsellors, Legal and employment experts
Face-to-Face Counselling sessions	£70	per session	PAYG	
Critical Support	£1,050	Per Day	PAYG	Trained counsellor available either on your site
Critical Support - Subsequent days same case	£800	Per Day	PAYG	
Pre-Placement				
Pre-Placement Questionnaire - Online	£14.50	Per Questionnaire	PAYG	
Pre-Placement Assessment (OHN)	£80	Per Assessment	PAYG	
Management Referrals				
Case Management & Mediation	£300	Per Case	PAYG	Our management Referral process is value driven
Review & Assess	£150	Per Assessment	PAYG	
Appointment - OHP	£220	Per Assessment	PAYG	
GP/Specialist Reports	Cost plus £35	per report	PAYG	
Statutory Medicals				
HGV/driving Medicals	£100	Per Assessment	PAYG	Blended OHN/OHP Medical
Night Worker Medical	£100	Per Assessment	PAYG	Blended OHN/OHP Medical
Confined Spaces Medical	£100	Per Assessment	PAYG	Blended OHN/OHP Medical
General Health Surveillance				
With an OHN	£80	Per Assessment	PAYG	
With and OHP	£185	Per Assessment	PAYG	
With a HSE Specialist	£275	Per Assessment	PAYG	
Pensions				
Paper Based Reviews with Signatory	£185	Per Review	PAYG	
Face-to- Face Assessment - OHP	£220	Per Assessment	PAYG	
Appeals	£250	Per Appeal	PAYG	
GP/Specialist Reports	Cost plus £35	per report	PAYG	

8. Day Rates – Volume Discounts

- 8.1. The Service Provider has provided discounts in relation to the volume of days purchased by the Authority for the day rated roles. These discounts reflect the fact that where the Authority uses staff for longer periods usually for more complex projects the Service Provider benefits from an increased utilisation avoiding the need bring in

additional resource, at short notice from the wider Service Provider organisation. Instead the Service Provider is able to plan resources and recruitment more effectively as a result of having a clearer picture of demand and creating the ability to pass on the benefit to the Authority. These discount approaches are in line with the OGC Buying framework.

5 Appendix 10a – Service Volume Baselines

5.1 The following tables set out the Baseline Volumes used by the Service Provider for each service to calculate the Periodic Service Charges over the Contract Term as set out in Appendix 1 (Financial Model). For the avoidance of doubt the Service Provider has already included the efficiencies it anticipates over the term in the baseline volumes as a result of the service improvements being made to the service as set out in Schedule 2, Service Delivery Plans.

5.2 Table 1 – Revenues and Benefits

Revenue and Benefits	Base	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Council Tax Property Base		139,000	139,000	139,000	139,000	139,000	139,000	139,000	139,000	139,000	139,000
Business Rates Property Base		8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Net Benefits Caseload		35,522	33,491	30,963	30,422	29,609	29,609	29,609	29,609	29,609	29,609

5.3 Table 2 – Customer Services – inbound calls

5.3.1 The following volumes include email contacts and administration requests

Services	BASELINE	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Adults OT and Adults Social Work	46,380	43,332	31,141	25,045	25,045	25,045	25,045	25,045	25,045	25,045	25,045
Youth services	12,960	12,399	10,159	9,039	9,039	9,039	9,039	9,039	9,039	9,039	9,039
Switchboard and Governance	330,624	297,611	99,534	99,534	99,534	99,534	99,534	99,534	99,534	99,534	99,534
Births and Deaths	32,596	31,521									25,074

			27,223	25,074	25,074	25,074	25,074	25,074	25,074	25,074	
Street Based Services	65,149	59,837	38,589	27,965	27,965	27,965	27,965	27,965	27,965	27,965	27,965
FYI	8,143	7,870	6,776	6,230	6,230	6,230	6,230	6,230	6,230	6,230	6,230
School Admissions	51,863	50,172	43,408	40,026	40,026	40,026	40,026	40,026	40,026	40,026	40,026
Assisted Travel	40,509	37,498	25,456	19,434	19,434	19,434	19,434	19,434	19,434	19,434	19,434
Parking (Combined)	96,228	87,059	50,382	32,044	32,044	32,044	32,044	32,044	32,044	32,044	32,044
Tax Collection	161,278	149,891	104,341	81,566	81,566	81,566	81,566	81,566	81,566	81,566	81,566
Housing Benefits	120,531	114,655	91,152	79,400	79,400	79,400	79,400	79,400	79,400	79,400	79,400
Total	966,262	891,847	528,161	445,357	445,357	445,357	445,357	445,357	445,357	445,357	445,357

5.4 **Table 2 – Outbound (Calls Attempted) Contact Volumes Customer Service**

Services	BASELINE	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Adults OT and Adults Social Work	119,700	111,834	80,370	64,638	64,638	64,638	64,638	64,638	64,638	64,638	64,638
Youth services	5,685	5,440	4,457	3,966	3,966	3,966	3,966	3,966	3,966	3,966	3,966
Switchboard and Governance	5,109	5,003	4,368	4,368	4,368	4,368	4,368	4,368	4,368	4,368	4,368

Births and Deaths	11,050	10,686	9,229	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500
Street Based Services	3,510	3,224	2,079	1,507	1,507	1,507	1,507	1,507	1,507	1,507	1,507
FYI	4,801	4,640	3,995	3,673	3,673	3,673	3,673	3,673	3,673	3,673	3,673
School Admissions	23,441	22,677	19,620	18,091	18,091	18,091	18,091	18,091	18,091	18,091	18,091
Assisted Travel	6,500	6,017	4,085	3,118	3,118	3,118	3,118	3,118	3,118	3,118	3,118
Parking (Combined)	58,500	52,926	30,629	19,481	19,481	19,481	19,481	19,481	19,481	19,481	19,481
Tax Collection	10,784	10,022	6,977	5,454	5,454	5,454	5,454	5,454	5,454	5,454	5,454
Housing Benefits	13,007	12,372	9,836	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568
Total	262,087	244,841	175,644	141,363	141,363	141,363	141,363	141,363	141,363	141,363	141,363

5.5 **Table 3 – Outbound (Calls Connected) Contact Volumes Customer Service**

Services	BASELINE	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Adults OT and Adults Social Work	47,880	44,734	32,148	25,855	25,855	25,855	25,855	25,855	25,855	25,855	25,855
Youth services	2,274	2,176	1,783	1,586	1,586	1,586	1,586	1,586	1,586	1,586	1,586
Switchboard and Governance	2,044	2,001	1,747	1,747	1,747	1,747	1,747	1,747	1,747	1,747	1,747
Births and Deaths	4,420	4,274	3,691	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400
Street Based Services	1,404	1,290	832	603	603	603	603	603	603	603	603
FYI	1,920	1,856	1,598	1,469	1,469	1,469	1,469	1,469	1,469	1,469	1,469
School Admissions	9,377	9,071	7,848	7,236	7,236	7,236	7,236	7,236	7,236	7,236	7,236
Assisted Travel	2,600	2,407	1,634	1,247	1,247	1,247	1,247	1,247	1,247	1,247	1,247
Parking (Combined)	23,400	21,170	12,252	7,792	7,792	7,792	7,792	7,792	7,792	7,792	7,792
Tax Collection	4,313	4,009	2,791	2,182	2,182	2,182	2,182	2,182	2,182	2,182	2,182

Housing Benefits	5,203	4,949	3,934	3,427	3,427	3,427	3,427	3,427	3,427	3,427	3,427
Total	104,835	97,936	70,258	56,545	56,545	56,545	56,545	56,545	56,545	56,545	56,545

5.6 Table 3 – Finance

5.6.1 The Invoice processed volumes below include: Accounts payable invoices processed, Accounts receivable processed, Credit notes and reminders

Finance Services			Base	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Volume of Invoices Processed			197,200	197,200	197,200	197,200	197,200	197,200	197,200	197,200	197,200	197,200	197,200
Volume of Cashier Transactions			52,300	52,300	52,300	52,300	52,300	52,300	52,300	52,300	52,300	52,300	52,300

5.7 Table 3 – HR Services

5.7.1 The following baseline volumes for HR Services reflect the Monthly number of Employees supported/Paid

HR Services			Base	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Number of Employees Supported			2,519	2,418	2,346	2,275	2,207	2,167	2,128		2,090	2,052	2,015
Number of School employees supp			8,500	8,500	8,500	8,500	8,500	8,500	8,500		8,500	8,500	8,500

5.8 **Table 3 – IS Service**

- 5.8.1 The baseline below reflects the planned reductions in Authority users supported by the IS Service taking into account the removal of the Service Providers staff and the reduction planned as a result of the DRS service commencement 6 weeks after the NSCSO Service Transfer Date.
- 5.8.2 In the event that the DRS Service commencement date does not occur within 6 weeks following the NSCSO Service Transfer Date the Periodic Service Charges the parties shall discuss in good faith whether DRS volumes can be accommodated within the Periodic Service Charges. In the event that they cannot be accommodated the Service will calculate the Periodic Service Charges increase using the same pricing approach used to price the volumes included within the Periodic Service Charges for the first 6 weeks following the Service Transfer Date as set out in Schedule 1 DRS Interface Specification and Schedule 2, Service Delivery Plans, DRS.

IS Service		Base	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Number of Users Supported		2,519	2,519	2,418	2,346	2,275	2,207	2,167	2,128	2,090	2,052	2,015

5.9 **Customer Services additional information**

- 5.9.1 The following tables contain the Average Handling Times (in seconds) used to calculate the Service Provider's Periodic Service Charges
- 5.9.2 **Table 4: Baseline Customer Services Inbound Contacts Average Handling Times (in seconds)**

Services	AHT (seconds)		
	<i>Calls</i>	<i>Post</i>	<i>Emails</i>
SCD level 1	224	300	120
Duty Manager			240
AEO Level 2	224	360	420
Business Support SCD			
Learning Disabilities	224	300	300
Financial Assessments	224	300	300
Direct Payments	224		300
Brokerage	224		300
Mental Health	224	120	120
Duty Support Service			
Youth services	160	462	465
Governance	28		288
Switchboard	28		

Births and Deaths	256		175
Street Based Services	203	120	38
FYI	272	240	288
School Admissions	272	120	288
Assisted Travel	256	150	210
Parking (Combined)	209	300	300
Tax Collection	265	240	446
Housing Benefits	290		

5.9.3 **Table 5: Baseline Customer Services Outbound Contacts Average Handling Times (in seconds)**

Services	AHT	
	<i>Outbound Connects</i>	<i>Outbound Attempts</i>
SCD level 1	180	30
Duty Manager	180	30
AEO Level 2	600	30

Services	AHT	
	<i>Outbound Connects</i>	<i>Outbound Attempts</i>
Learning Disabilities	180	30
Financial Assessments	120	30
Direct Payments	120	30
Brokerage	300	30
Mental Health	180	30
Youth services	107	30
Governance	93	30
Births and Deaths	219	30
Street Based Services	198	30
FYI	193	30
School Admissions	213	30
Assisted Travel	240	30
Parking (Combined)	45	30
Tax Collection	430	30

Services	AHT	
	<i>Outbound Connects</i>	<i>Outbound Attempts</i>
Housing Benefits	360	30

5.9.4 **Table 6: DRS Call Volumes**

- (a) The Following represents the DRS Service calls that the Service Provider has included in the Periodic Service Charges for the 6 weeks between the NSCSO Service Transfer date and the anticipated DRS Service commencement s date. This includes inbound calls only and is based on actual volumes for Environment and Operations, Planning and Building Control and based on the full volume of Street Based Services call volumes during this period.
- (b) In the event that the DRS Service commencement date does not occur within 6 weeks following the NSCSO Service Transfer Date the Periodic Service Charges the parties shall discuss in good faith whether DRS volumes can be accommodated within the Periodic Service Charges. In the event that they cannot be accommodated the Service will calculate the Periodic Service Charges increase using the same pricing approach used to price the volumes included within the Periodic Service Charges for the first 6 weeks following the Service Transfer Date as set out in Schedul1 DRS Interface Specification and Schedule 2, Service Delivery Plans, DRS.

Services	Volumes for Months 1 and 2 of Contract	Average Handling Time
Planning and Building Control	10360	155 seconds
Environment and Operations	2313	186 seconds
Street Based Services	Included in total for Street Based Services in Table 1	

Appendix 10b – Periodic Service Payments adjustments for volume changes

6 Application of volume banding adjustments to the Periodic Service Charge for each of the Service Areas.

- 6.1 The tables below set out the adjustments to be made to the Periodic Service Charge for each Service Area in response to actual volumes of transactions. For the avoidance of doubt the amounts in the tables below are single Monthly period values which should be added to or subtracted from the relevant Monthly Service Charge in the relevant Period.
- 6.2 In the event that the DRS Service commencement date does not occur within 6 weeks following the NSCSO Service Transfer Date the Periodic Service Charges the parties shall discuss in good faith whether DRS volumes can be accommodated within the Periodic Service Charges. In the event that they cannot be accommodated the Service will calculate the Periodic Service Charges increase using the same pricing approach used to price the volumes included within the Periodic Service Charges for the first 6 weeks following the Service Transfer Date as set out in Schedule 1 DRS Interface Specification and Schedule 2, Service Delivery Plans, DRS.

Table 1 – Revenues and Benefits - Council Tax Properties Managed

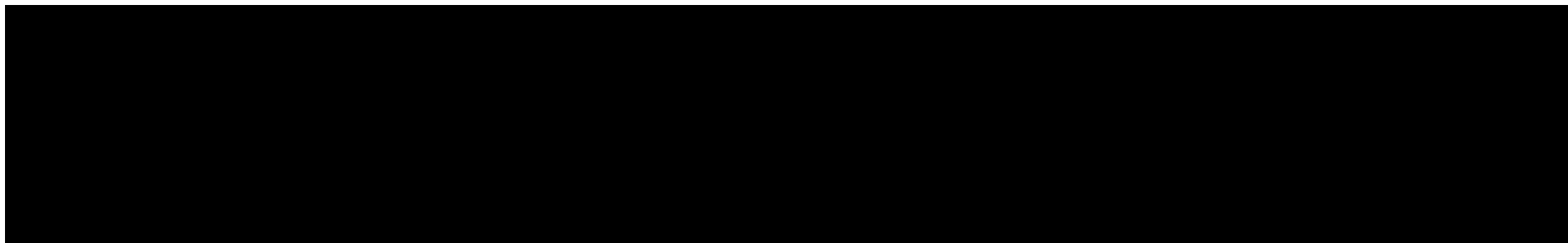


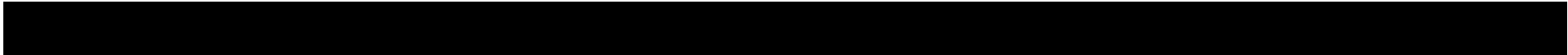
Table 2 – Revenues and Benefits – NNDR Properties Managed

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Table 3 – Revenues and Benefits – Net Benefits Caseload

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Table 4 – Customer Services – Inbound Contact Volumes

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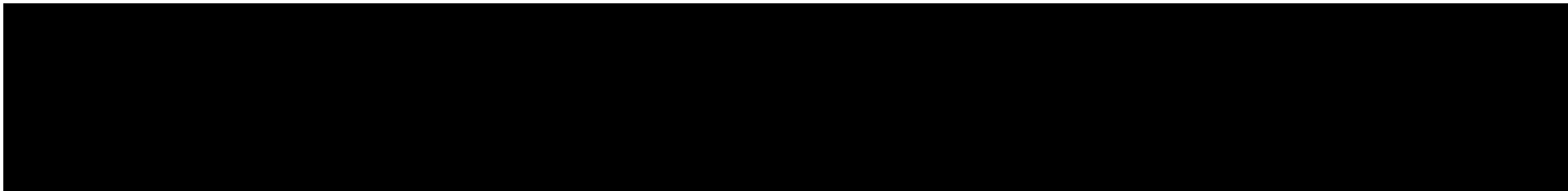
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Table 5 – Finance Services – Volumes of Invoices Processed

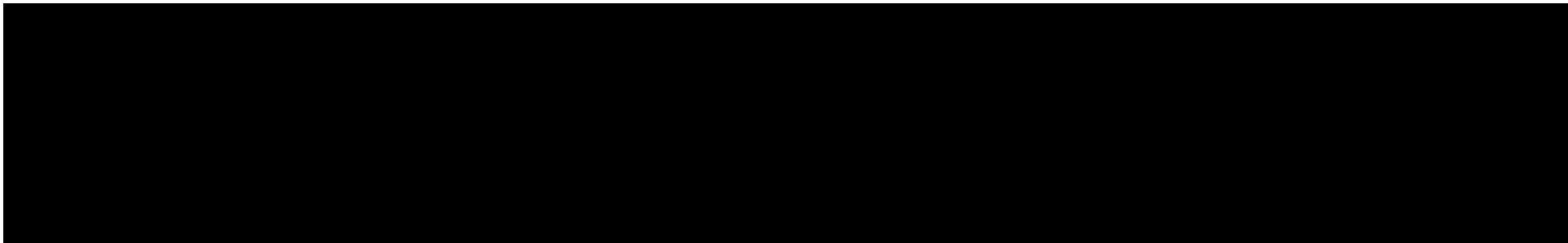
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Table 6 – Finance Services – Volume of Cashier Transactions

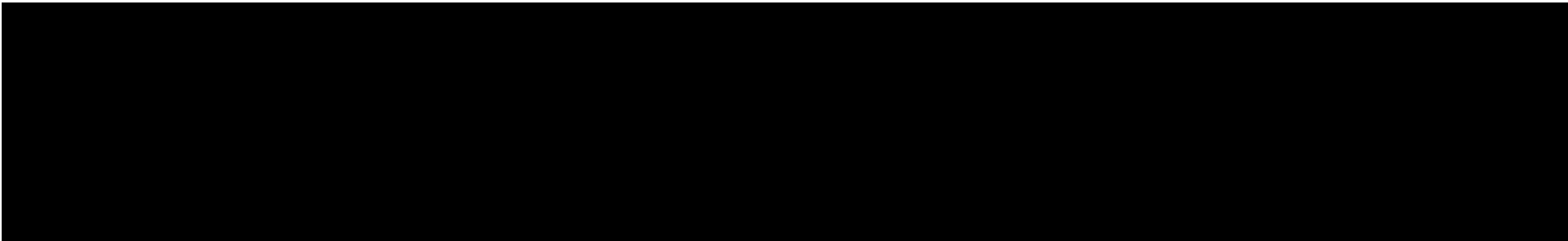
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Table 7 – HR Services – Employees Paid & Payroll Managed

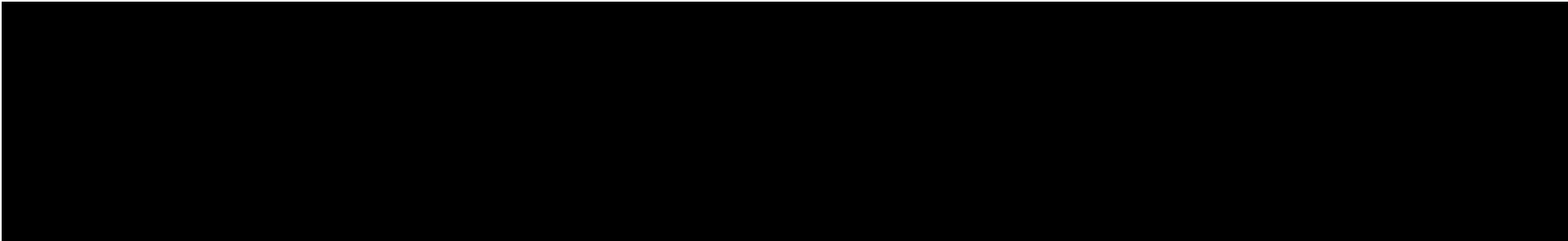
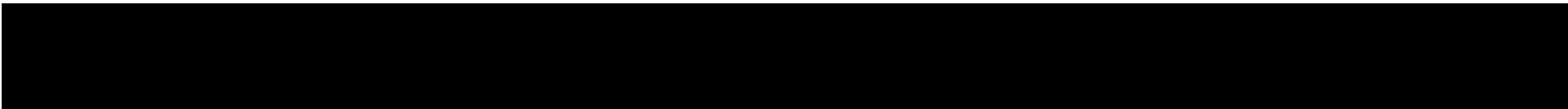
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Table 8 – HR Services – Number of School Employees Supported

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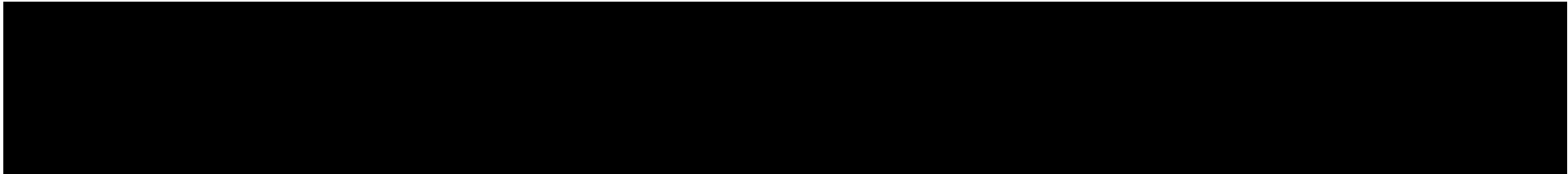
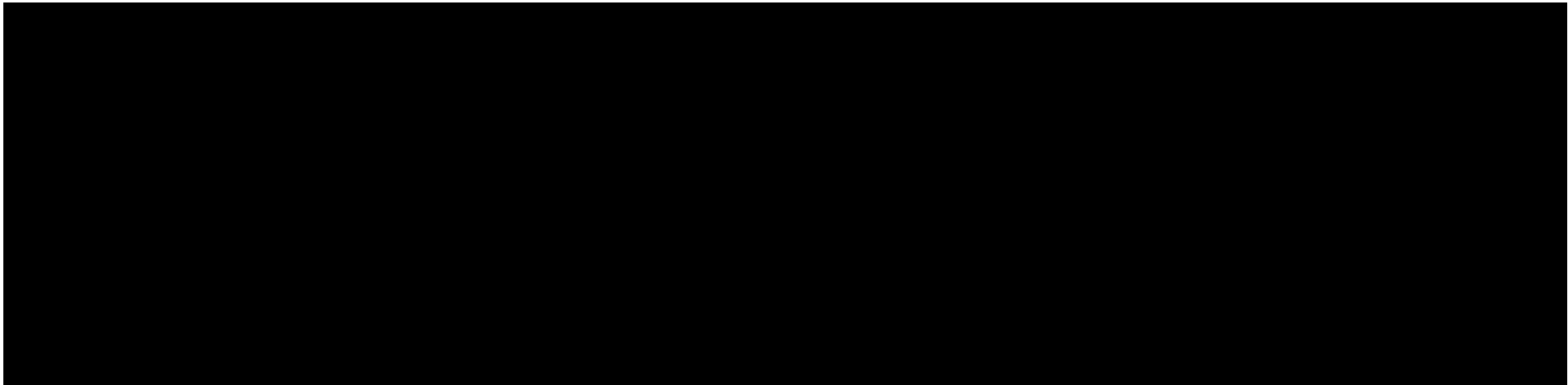
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Table 9 – IS Services – Number Users Supported

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Appendix 11 – Property Assets Portfolio

The following table shows the Property Portfolio Assets at the date of the agreement and is subject to validation and calibration. The final Property Portfolio Asset list will be agreed prior to the Service Transfer Date and will be replace the table set out below as a Change in accordance with paragraph 35.1

Commercial Property Portfolio		AGREED INCOME BASELINE			
ASSET DESCRIPTION	CUSTOMER NO	CURRENT PASSING RENT PER ANNUM	PLANNED TRANSACTIONS (Subject to Legal Completion)	VALUE OF OUTSTANDING ARREARS	VALUE OF DISPOSALS
		-			
		2,385,232.30			
		-5,000.00			
		-92,000.00			
		-7,700.00		17,475.00	
		-22,500.00		14,235.82	
		-25.00			
		-450.00			
		-1,500.00			
		-15.00			
		-20.00			
		-15.00			
		-15.00			
		-20.00			
		-20.00			
		-20.00			
		-15.00			
		-23.10			
		-250.00			

		-150.00		
		-171.36		
		-165.10		
		-150.00		
		-1,229.20		
		-382.50		
		-49,600.00		
		-1.00		
		11,250.00		
		-4,950.00		4,950.00
		-390,363.00		363.00
		-35,000.00		
		-7,635.00		
		-10.00		
		-2,100.00		
		-4,000.00	333.33	
		-750.00	125.00	
		-4,200.00		
		-579.45		
		-3,500.00		3,500.00
		-842.92		842.92
		-7,500.00		
		-15,200.00		
		-7,000.00		
		-120.00		
		-70.00		
		-11,190.00		
		-12,344.00		
		-8,000.00		
		7.50		

		-4,500.00			
		-75,000.00			75,000.00
		-8,000.00			
		-5,900.00			5,900.00
		-16,290.00			
		-40,550.00			
		-77,000.00	-2,800.00		
		-1.00			
		-2,000.00			
		-6,250.00		3,375.00	
		-250.00		62.50	
		-950.00			
		-4,500.00			
		-11,000.00			
		-500.70			
		-51,632.60			
		-5,805.90			5,255.90
		-800.00			
		-8,000.00			
		-640.00		160.00	
		-2,250.00		562.50	
		-240.00			240.00
		-11,500.00			
		0.00			
		-14,000.00			
		-16,000.00			
		-30,000.00			
		-12,600.00			
		-18,450.00			
		-5,600.00			

		-15,200.00			
		-779.48			
		-3,000.00		6,000.00	
		-45,000.00		33,750.00	
		6,250.00		470.43	
		-38,225.00			
		-18,000.00			
		0.00	-17,850.00	746.81	
		0.00			
		-10,000.00		2,500.00	
		-27,800.00		6,950.00	
		-13,900.00			
		-5,000.00	5,000.00		
		-24,995.00		1.25	
		-20,000.00			
		-3,000.00			
		-20,000.00	20,000.00		
		-81,180.00		15,293.00	
		0.00			
		-59,000.00	59,000.00		
		0.00			
		-50,000.00		52,050.00	
		-200,000.00			
		-2,500.00	2,500.00		
		-750.00			
		-150.00			
		-0.20		0.05	
		-5.00			
		-0.05			
		-0.20		0.05	

		-0.20		0.05	
		-2.12			
		-100.00			
		-4,300.00		1,715.00	
		-11,131.27			11,131.27
		0.00			
		-0.13			
		-100.00			
		-135.00			
		-15.00		15.00	
		-45.00		45.00	
		-15.00		15.00	
		-15.00		15.00	
		-15.00		15.00	
		-15.00		15.00	
		-1.00		1.00	
		-110.00			
		-850.00			
		-225.00			
		-1,090.05	1,090.05		
		-150.00			
		-0.30			
		-10.00			
		-0.05			
		-100.00			
		-125.00		62.50	
		-5.00			
		-18,200.00		4,550.00	
		-104.00			
		-9,000.00		12,377.62	

		-1,102.68			
		-1,102.68		179.76	
		-2,510.04		958.14	
		0.00			
		-3,673.32		7,751.58	
		-2,500.00			
		-2,345.00			
		-2,350.00			
		-0.25			
		-167.00			
		-5.00			
		-1,500.00			
		0.00			
		-1,800.00			
		-20,000.00			
		-145.00		145.00	
		-0.05			
		-0.05			
		-5.00			
		-10.00			
		-990.00			
		-100.00			
		-0.25			
		-1.00		1.00	
		-500.00			
		0.00			
		-550.00			
		-1,758.46			
		0.00			
		0.00			

		-28,095.89		10,726.77	
		-30,500.00		10,575.00	
		-5,000.00			
		-50.00		100.00	
		-50.00		100.00	
		-0.10			
		-0.10			
		-0.05		0.10	
		-50.00		100.00	
		-155.00			
		-422,000.00			
		-62,397.00			
		-£2,385,232.30	-£66,940.05	£213,362.48	£107,183.09
	Total Agreed Income Baseline	Baseline	Planned	Arrears	Disposals
		Plus Planned	-£2,452,172.35		
			Less Arrears	-£2,238,809.87	
				Less Disposals	-£2,131,626.78