

Schedule 36

Service Provider Commitments

These are the Commitments that directly contribute to the Authority's Strategic Objectives

Reference number	Service(s) related to	Commitment	Commitment Certain/ Aspirational	Underpinning Detail	Timescales for implementation / periodicity	Included in core offer?	Benefit to Authority	Benefit to Provider	Evaluation Criteria Reference	Remedy if not Achieved
ALLKPIs	Super KPIs and KPIs	Deliver services which meet or exceed agreed Super KPIs and KPIs	Certain	Super KPIs and KPIs are set out in Output Specifications (Schedule 2)	Refer to Schedule 2	Yes	Delivery of services to required standard or better	Meets Contractual Obligation		10% of contract value put at risk as set out in KPI monitoring mechanism (PPM, Schedule 4)
T1-1	Cross cutting strategic KPIs	A reduction in the inequality of life expectancy across the Borough	Aspirational	<p>Working in Partnership with the NSCSO Provider, other Barnet Delivery Units and other public sector bodies, the Service Provider will take a leadership role in achieving a reduction within 5 years in the inequality of life expectancy to across the Borough (as measured against benchmark data provided by Local Futures)</p> <p>The Service Provider will ensure that a statistically significant baseline survey is undertaken at the start of the contract and again at the end of Year 5.</p>	One off measurement at the end of the fifth year	Yes	Contribution to Authority's strategic objectives	Increased opportunity for interaction with other Authority Delivery Units and public sector bodies, raising the profile and income growth potential of the JV	P&P:B P&P:D	
T1-2	Cross cutting strategic KPIs	Improve resident and business confidence that Barnet is a safe place to live and work	Aspirational	<p>Working in Partnership with the NSCSO Provider, other Barnet Delivery Units and other public sector bodies, the Service Provider will take a leadership role in achieving an improvement within 5 years in the in the number of residents and businesses agreeing that the Borough is a safe place to live and work (as measured against benchmark data provided by Local Futures)</p> <p>The Service Provider will ensure that a statistically significant baseline survey is undertaken at the start of the contract and again at the end of Year 5.</p>	One off measurement at the end of the fifth year of the Partnership	Yes	Contribution to Authority's strategic objectives	Increased opportunity for interaction with other Authority Delivery Units and public sector bodies, raising the profile and income growth potential of the JV	P&P:B P&P:D	

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T1 - 3	Cross cutting strategic KPIs	Through enhancing the support for business and the attractiveness of the area (in terms of facilities and infrastructure), Capita Symonds will lead a sustained improvement in the ranking of thre London Borough of Barnet on the Local Futures Business Location Index to be within the Top 100 LA areas in the UK and upper decile in comparison to directly comparable boroughs (in terms of size, geographic region (London and South East) and demographic profile	Aspirational	Local Futures Business Location Index - measures the attractiveness of locations for direct investment based on the experience of inward investment specialists and recognised analytical studies, creating a composite score for each area ('the overall Business Location Index') from the following criteria, ranking 325 English Local Authority Areas (including Barnet - currently ranked 125th): Economic performance: econ. scale; productivity; knowledge-driven businesses; business & enterprise; growth in business stock; Human resources: size of workforce; skills and qualifications; knowledge workers; labour market; growth in workforce; Environment and infrastructure: commercial floorspace; connectivity; cost base; quality of life; growth in commercial floorspace	within 2 years	Yes	Provides a clear cross-cutting focus and incentive for the DRS to drive economic growth, managed in a responsible way, underpinning Barnet being a place where people want to live and where opportunities exist for all. Helps to ensure that this focus on growth is a cornerstone of the council's strategy'	Reference ability for growth; increased market value to underpin Commercial Development Plan	People and Place	
T1-4	Cross cutting strategic KPIs – Enhancing Engagement & Customer Service	<p>Through the Member Liaison Service, the Service Provider will improve the current support and accessibility in relation to DRS services for Members which will address specific key features of support and access including:</p> <p>The preparation of reports & briefings to Members for decision</p> <p>The competence of DRS staff to provide service & advice implementation guidance to Members</p> <p>Improving engagement with citizens</p>	Certain	The Service Provider will assign 4 Member Liaison Officers for the DRS Partnership to underpin this commitment, working alongside Customer Liaison Officers within the DRS team. It is intended that the staff will be drawn from the transferring staff, following training and development over the first 24 months of the contract	Within 24 months of commencement	Yes	measured in terms of a 90% quantum of Members surveyed being satisfied or very satisfied on an annual survey of MLO performance	<p>Members satisfied with approach to service delivery</p> <p>Members able to contribute to delivery of strategic objectives and involved in helping to shape service delivery</p>	P&P:F	Cost of MLOs

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T1-5	Cross cutting strategic KPIs – Enhancing Engagement & Customer Service	Through the Barnet Observatory the Service Provider will, subject to approval under the Special Projects process, implement, monitor, and manage the implementation of all opportunities for improvement identified through this process and approved by the Innovations Board, subject to the Authority wishing to proceed with each of them.	Aspirational	Business cases produced for all opportunities identified for authorisation by the Innovations Board Quarterly progress reports to the Authority	Within 6 months of commencement	Yes	100% of improvement opportunities implemented, managed and monitored Each opportunity will support the Authority to set and achieve strategic objectives	Supports contract flexibility and enables the Provider to align with the Authority's strategic objectives	P&P:C P&P:D P&P:E	Cost of investment identified within the business case if it is not implemented
T1-6	Cross cutting strategic KPIs – Enhancing Engagement & Customer Service	The Service Provider will achieve an increase in the alignment in the take-up of DRS services with the demographic of Barnet measured in terms of an initial baseline then annual GIS based reports of service usage and demographic profiling at a Ward level, comparing an actual with an optimum picture agreed with the Council's Insight team	Aspirational	Annual GIS reports profiling service usage and demographics	Within 36 months of commencement	Yes	The parity will be increased and the improvement maintained or increased further year on year	Achievement of Super KPIs	P&P:C P&P:D P&P:E	
T1-7	Cross cutting strategic KPIs – Joining-up Public Services	The Service Provider will take responsibility for providing leadership in bringing together and coordinating the resources and activities of the relevant key stakeholders, including the NSCSO, other Barnet Council Delivery Units and the other key stakeholders (as identified in the 'Key Stakeholder Map' described in the Partnership Approach SIP) in order to increase outcomes (including CSL Super KPIs).	Certain	See T2-8 to T2-10 for details	Within 12 months of commencement, for the life of the partnership	Yes	Accelerated/ increased delivery of strategic objective outcomes	Accelerated/ increased delivery of strategic objective outcomes	P&P:D F&R:J	Remedy as set out in commitments T2-8 to T2 - 10
T1-8	High quality & compliant services	The Service Provider will achieve full compliance with all relevant local and national policies and guidance and also ensure service delivery continues to be closely aligned with the Authority's strategic objectives, as confirmed against a rolling 3 year plan which will be jointly developed with the Authority and incorporate provision for supporting the Authority's strategic objectives (see Approach to Partnering SIP)	Certain	Compliance with policies validated through an annual sample audit to be conducted by the Authority; Investment in the creation of a Strategic Partnership Board with quarterly progress reporting to the Partnership Forum against a rolling 3 year plan	From the Commencement Date and throughout the Partnership Term	Yes	Achievement of strategic objectives Flexibility to respond to changing legislation and strategic requirements	Implementation of a process which provides transparency, as well as an opportunity to respond to the Authority's service requirements Achievement of super KPIs	P&P:B	

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T1-9	High quality & compliant services	The Service Provider will guarantee there will be no actual conflicts of interest as measured in terms of challenges made where the Authority or an independent 3rd party finds that a conflict has occurred	Certain	This commitment will be enabled particularly by the implementation of Capita Symonds' tried and tested 'Policy framework' which provides a robust set of rules and guidelines for staff delivering regulatory services which demonstrates protection against actual or perceived conflict of interest, providing a clearly specified regime to which all staff are subject to ensure the risks of potential conflicts of interest and accusations of bias are minimised	From commencement	Yes	Full transparency of service delivery Reduced reputational risk	Reduced reputational risk	P&P:B	As per Contractual T&Cs
T1-10	High quality & compliant services	The Service Provider will ensure that partnership service delivery continues to be aligned with Council strategic objectives and priorities throughout the contract term as measured in terms of reporting performance against a rolling 3 year strategic plan comprising the relevant strategic objectives as agreed with the Authority	Certain	This commitment will be enabled particularly through the implementation of a strategic Partnership Board or Forum jointly developing a rolling 3 year plan with Authority input enabling planning and monitoring for alignment with the Council's strategic objectives (see and the Partnering Approach SIP)	Within 12 months of commencement	Yes	Regular progress reporting against strategic objectives to enable measurement and management of DRS Service Provider	Implementation of a process which provides transparency, as well as an opportunity to respond to the Authority's service requirements Achievement of super KPIs	P&P:D F&R:J	
T1-11	Flexibility to respond to change	The Service Provider will guarantee that any change implemented (whether through an informal process or through formal contract change control) will not result in the Council incurring any additional cost or other negative impact to services as a result of that change which exceeds that which would have been incurred if the DRS services had remained in-house (and that the majority of change is managed in a way that delivers a better outcome than would have been the case if the services had remained in-house).	Certain	<p>This will be measured and reported in terms of the provision of an outline business case underpinning all significant changes including a 'baseline' assessment of the likely outcome if managed by an in-house team compared to the outcome forecast through the management of the partnership</p> <p>This commitment will be particularly enabled by the implementation of the Capita Symonds proposed governance framework including defined principles associated with volume fluctuations and allocation of risk</p>	From the Commencement Date and throughout the Partnership Term	Yes	Consistency of financial position and service quality - no penalties incurred as a result of outsourcing	Strengthening of the relationship with the Authority	F&R:I	

These are the Commitments that are cross-cutting and do not relate to a specific DRS service.

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T2-1	Engagement & Customer Service	The Service Provider will appoint a senior dedicated Service Director to work as part of a 3-person senior management team (along-side a senior Director of Place and a senior Business Development Director) to focus on driving the realisation of all commitments and objectives for enhancing customer experience, engagement and satisfaction as well improving service quality, and ensuring compliance	Certain	<p>A full time Services Director to be employed within the senior management team of the Partnership</p> <p>The responsibilities of the Service Director will be to work across all of the DRS Services, and other Authority Delivery Units (including the NSCSO) as well as other stakeholders with whom the DRS interfaces in the delivery of the services in order to coordinate activity, resolve barriers and maximise outcomes</p> <p>The Service Director role will initially be filled by a Capita Symonds employee but a suitable candidate will be sought from within the Transferring Staff who would be trained and mentored in the role for the first 18 months</p>	From the Commencement Date	yes	Improved customer satisfaction		Supports the delivery of all contractual commitments		P&P:B P&P:C P&P:D P&P:E P&P:F F&C:Q	
T2-2	Engagement & Customer Service	<p>The Service Provider will provide a Customer Access Strategy, defining how the contact experience will create a new relationship with Customers/Citizens and enable the improvements to the Customer experience as set out in the Super KPIs including approaches to deal with:</p> <ul style="list-style-type: none"> - All types of customer interactions relevant to DRS services (e.g. request for information, requests for service, making applications, reporting issues etc.) - Working with the NSCSO to achieve a Single view of customers and personalisation - Working with the NSCSO to provide Multi-channel access and to promote Channel shift and Self help 	Certain	<p>The Access Strategy will define how the dedicated DRS Customer Service team and DRS core ICT applications systems will work with the NSCSO technology solution and customer service processes to provide a seamless service to customers, in-line with the Cooperation Agreement as detailed in the Customer Service SIP</p> <p>The Service Provider will develop the Customer Access Strategy using in-house resources and expertise at no cost to the Authority</p>	Within 3 months of Transfer Date		Joined up public services Consistent customer experience		Robust and clear protocol to manage customer engagement		P&P:B P&P:E	

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T2-3	Engagement & Customer Service	The Service Provider will implement a complaints management system which is consistent with the Authority's system, as set out in the Authority's Policies	Certain	A bespoke complaints management system will be developed for this Partnership and owned/implemented by the Services Director	Within 6 months of Commencement Date		System aligned with the Authority's existing approach All customer complaints effectively managed	Transparent approach to managing customer complaints enabling services to be adapted where appropriate to improve performance	P&P:B P&P:E	
T2-4	Engagement & Customer Service	The Service Provider will implement our Customer Services technical solution which will be coordinated and integrated with the NSCSO corporate customer service technical solution, in compliance with the Cooperation Agreement (and as defined within the Customer Service SIP) to enable the DRS Service to achieve our Customer Service super KPIs	Certain	The full ICT solution (see Tier 3 Service Commitments for details and investment costs) will be implemented within 12 months	Within 12 months of Commencement Date		Innovative approach to service delivery and improved customer engagement/experience	Efficient and effective means to engage with customers which enable service assessment and improvement	P&P:B P&P:C P&P:E	
T2-5	Engagement & Customer Service	<p>The Service Provider will establish a dedicated Customer Service team to be the first point of contact for all DRS service contacts which will be created from transferring staff assessed as the best candidates for these new customer focused roles and who will be given training, mentoring and support for their new roles (as defined in the Customer Service SIP)</p> <p>The Service Provider will direct day to day customer contacts away from technical professional staff to the dedicated customer service team within the DRS releasing those professionals from routine information management, creating increased professional capacity</p>	Certain	The Customer Service Team will be reinforced using the Service Provider's Transformational solution, redeploying some of the transferring DRS staff to critical customer service roles	Within 12 months of Commencement Date	Yes	Improved customer services capability within DRS for no additional cost Improved customer satisfaction through faster responses times and easier access to advice	No additional recruitment required as the new roles created can be resourced from transferring staff in scope	P&P:B P&P:E	

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T2-6	Engagement & Customer Service	The Service Provider will put personal Development Plans in place for the new Customer Service staff including the opportunity to obtain the ICS (Institute of Customer Services) professional accreditation	Certain	Each member of the team to have an individual development plan developed by their line manager with the support of the OD Coordinator and the Service Provider's Learning and Development Manager. Development plan to cover core elements such as mandatory health & safety training or employment practices training for managers, and personal development opportunities such as commercial awareness, communicating effectively and professional development.	Within 18 months of Commencement Date		Improved service quality and enhanced potential to achieve IIP accreditation for the Partnership	Improved staff development and skills which in turn will increase service quality	P&P:B P&P:E P&P:G	
T2-7	Engagement & Customer Service	<p>The Service Provider will implement 'life event' based customer contact management processes and provide training to customer service staff to enable groups of related services likely to be required by a type of customer associated with a type of event to be delivered through a single point of contact enabling end to end support for all of those needs for Key groupings, in line with our Customer Access Strategy including:</p> <ul style="list-style-type: none"> - 'Services to Business', including Food Safety, Health & Safety, Trading Standards, Licensing – - 'Services to Consumers' (land/property related services, including Development Control, Environmental Health (public nuisance, private sector housing, pollution) and Land Charges, etc.) 	Certain	The Service Provider will provide a minimum of 5 training and development days across the services (as set out in the HR commitments), the level of which will be based on assessment of need and opportunity for each member of staff performed as part of a competency review, as well as providing a full overarching ICT upgrade (as specified in the Tier 3 commitments)	Within 12 Months of The Commencement Date		Improved customer engagement and satisfaction, as well as opportunities for income growth	Link life event pathways to service delivery approach to achieve contract objectives and income growth	P&P:B P&P:E	

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T2-8	Joining-up Public Services	<p>The Service provider will provide dedicated resources for identifying opportunities and defining business case based plans for collaborative initiatives between the Service Provider and one or more of the stakeholders defined in the 'Key Stakeholder Map' (see Partnership Approach SIP) through the DRS Partnership Innovations Board</p> <p>At least one new initiative will be presented for consideration by the Innovations Board each month</p>	Certain	<p>Two employees, ideally to be recruited internally, targeting opportunity identification and business case drafting</p> <p>Underpinned by the Service Provider's Governance processes and Innovations Board</p>	<p>Full-time employees dedicated within 6 months of Commencement Date</p> <p>Innovations Board launched from Commencement Date</p>		<p>Support to achieve the Authority's objective to join up public services</p> <p>Increased revenue through gain-share for any income generating initiatives implemented</p>	<p>New initiatives identified which improve service quality, reduce costs or result in new income gained</p>	<p>P&P:D F&C:L F&C:M</p>	
T2-9	Joining-up Public Services	<p>The Service Provider will guarantee that other relevant stakeholders will be invited to participate in Innovations Board as necessary to expedite the joint further development and approval for implementation of plans presented by the Service Provider</p> <p>Plans developed and approved by the Innovations Board (including other Stakeholders involved) will be implemented by the Service Provider within the context of the DRS Annual Service Plan, engaging and coordinating the resources and activity of other stakeholders as defined within the agreed plan</p>	Certain	<p>Clear governance structure and procedures for implementing and managing the Innovations Board will be written into the Partnership Governance process</p>	<p>Start of process of developing and presenting new initiatives to Innovations Board (and implementing approved plans) within 6 months of Commencement date</p>		<p>Responds to the Authority's objective to join up public services</p>	<p>Generates additional business cases which could provide more opportunities for income growth</p>	P&P:	

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Tier Three – Service Commitments

These are the commitments that relate directly to service enhancements and improvements.

Reference number	Service(s) related to	Commitment	Commitment Certain / Aspirational	Underpinning Detail	Timescales for implementation / periodicity	Included in core offer?	Benefit to Authority	Benefit to Provider	Evaluation Criteria Reference	Remedy if not Achieved
T3-1	DM/BC/EH/TS/LC/S PR		Certain		Within 9 months	Yes	Full integration of ICT systems Easy access to information on and off site Ability to join up services with other providers Greater flexibility for future development and improvement	Full integration of ICT systems Easy access to information on and off site Ability to join up services with other providers Greater flexibility for future development and improvement	P&P:B P&P:E	
T3-2	All Services	The Service Provider will provide dedicated legal advice and support for DRS by co-locating legal advisers with the DRS services in-scope. The legal adviser(s) will be dedicated full time to the service. They will horizon scan for changes to and developments in law, provide a minimum of 2 days tailored training to Partnership staff on such developments, provide ad hoc advice and support and be a point of reference for all related legal matters.	Certain	2 appropriately qualified and suitably experienced full-time legal advisors to be co-located with DRS delivery teams. Advisors not expected to transfer with DRS organisation, and will have some expertise in Regeneration issues. Advisors to promote knowledge transfer by providing a minimum of 2 days tailored training for Partnership staff on key legal issues that affect service delivery	Within 6 months of the Commencement Date	yes	Dedicated legal advisors to ensure that legislative issues are dealt with rapidly and compliance is encouraged	Improves knowledge and quality of staff through closer relationship with legal advisors and better knowledge of key issues	P&P:C P&P:E	
T3-3	All Services	The Service Provider will develop and implement a bespoke Permitting / License Management System. This system and interface will be developed in consultation with the NSCSO ICT team to ensure a consistent theme is presented to the end users.	Certain		Within 12 Months of the Commencement Date and then for the Partnership Term	yes	Members of the public will be able to access the LBB website and enter a permit application reference number to retrieve an update on their application as opposed to having to contact the NSCSO customer service desk.	More efficient management of the permit process	P&P:B P&P:E F&C:Q	
T3-4	All Services (excluding		Certain		Within 9 Months of the	yes	The IDOX EDRMS is web-based therefore	Efficiency improvements due	P&P:B P&P:E	

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	Highways)	Management module			Commencement Date		supporting mobile working and the responsiveness of the service to citizen/customer needs	to the fact all documentation will be stored in a central location	F&C:Q	
T3-5	C&C	The Service Provider will ensure that the Cemetery and Crematorium's opening hours will be extended to support the delivery of all transformational initiatives being implemented and ensuring easier access for customers	Certain	<p>The Service Provider will ensure that the Cemetery and Crematorium will be open for 7 days per week for the provision of funerals, cremations and interments during the hours 9am to 4.45pm. The office shall be staffed Monday to Friday 9-5 and cemetery shall be open for visitors and the general public from:</p> <ul style="list-style-type: none"> • October to February: 8.30am – 4.30pm • March to April: 8.30am – 5.30pm • May to September: 8.30am – 7pm <p>Full implementation of the Authority's new staffing model which supports extended opening hours and resource planning using the Service Provider's existing planning systems</p>	Within 6 Months of the Commencement Date	yes	<p>Improved customer satisfaction and increased take up of services across the local community</p> <p>Increased income</p>	Increased growth and income for the service	P&P:B P&P:E	
T3-6	C&C	The Service Provider will digitise all new and existing burial records, making them available online by agreement with Deceased Online. This will allow remote access of burial records via the web and provide a secure back-up of burial records ensuring they are available and kept securely in accordance with legal requirements	Certain	The commercial arrangement with DOL will be cost neutral	On or before 36 months of the Commencement Date	yes	<p>Full compliance with legal and statutory requirements</p> <p>Improved service quality for customers</p>	Improved service offer for customers which in turn will enable the achievement of income growth plans	P&P:B P&P:D P&P:E	
T3-7	C&C	The Service Provider will improve upon the current Charter for the Bereavement Standard held by LBB by achieving the Gold Level for	Certain	Up to 30 days support from the Service Provider's in-house quality management team to assess the requirements of the Gold	On or before 36 months of the Commencement Date	yes	Reputational benefit within the industry for the quality of the service	Reputational benefit within the industry for the quality of the service	P&P:B P&P:E	

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		<p>the Cemetery and Crematorium service</p> <p>The ICCM Charter for the Bereaved defines the rights of every individual who experiences bereavement. The provider must offer the bereaved 35 basic rights relating to their service. These rights include burial procedure, grave choice, maintenance of grounds and grave digging, funerals without a funeral director and environmental issues. The charter identifies targets for the provider to continuously improve their service for the bereaved</p> <p>The guiding principal for burial services within the charter is that all burial facilities should be managed with competence and efficiency to ensure the entire bereavement experience occurs without error or insensitivity. This also includes meeting the religious, secular, ethnic and cultural needs of the bereaved.</p>		<p>Level standard and develop a dedicated plan to achieve the accreditation. The plan will be monitored monthly to ensure all aspects of the service are assessed and ready for accreditation</p> <p>This will be funded from the £50,000 allocation for DRS accreditations support, the investment of which will be prioritised by the Service Provider based on need.</p>			Improved service quality and increased income growth	Improved service quality and increased income growth		
T2-8	C&C	<p>The Service Provider will achieve Green Flag Status for the Cemetery which encompasses the following criteria:</p> <ul style="list-style-type: none">• A welcoming place – refreshed signage and direction markers throughout the site, staff training for all staff (not just traditional customer facing roles)• Healthy, safe and secure – tree management plans, regular H&S audits, repair and restoration schedules• Clean and well maintained – improved infrastructure and improved maintenance regimes• Sustainability – careful and	Certain	<p>Up to 30 days support from the Service Provider's in-house quality management team to assess the requirements of Green Flag Status and develop a dedicated plan to achieve the accreditation. The plan will be monitored monthly to ensure all aspects of the service are assessed and ready for accreditation</p> <p>This will be funded from the £50,000 allocation for DRS accreditations support</p>	On or before 36 months of the Commencement Date	yes	<p>Reputational benefit within the industry for the quality of the service</p> <p>Improved service quality and increased income growth</p>	<p>Reputational benefit within the industry for the quality of the service</p> <p>Improved service quality and increased income growth</p>	P&P:B P&P:E	

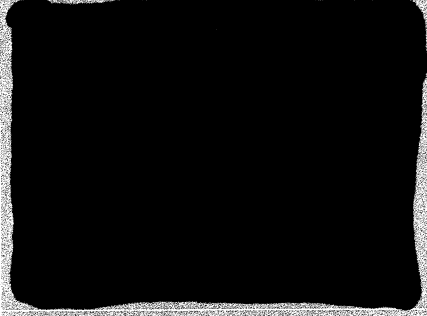





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		<p>careful planned management of all environmental impacts on the site with continuous improvements in our environmental impact in line with our ISO 14001 accreditation</p> <ul style="list-style-type: none">• Conservation and heritage – effective research and interpretation of the site for both purposes, forging of new links with local historical societies and conservation groups, management of the grounds to increase biodiversity• Community involvement – groups as outlined above, encourage schools and others to explore the social and historical role of death rituals throughout time, the value of green space in an urban environment and harnessing of voluntary sector to help further develop our wider aims.• Marketing – By using CSL's expertise in this area we can increase the public use of the cemetery which will also increase the volume of paid for services over time• Management – our commitment to ISO 9001 accreditation will help us to demonstrate appropriate systems and processes are in place and being followed not only for the Green Flag elements of the service but for all aspects including the very important regulatory / legal role of the service.								
T3-9	C&C	The Service Provider shall provide sufficient pre-dug and capped graves to meet the demand for urgent burials (e.g. for Muslims).	Certain	Delivered through existing staff. The number of available graves shall be no fewer than 3 at any time.	From the Commencement Date and throughout the Partnership Term	yes	Improve the diversity of the service and encourage additional take-up from all local communities Supports the achievement of	Widens the potential customer base and supports the achievement of income growth targets	P&P:B P&P:C P&P:E	

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T3-10	C&C	<p>The Service Provider will bring forward a development proposal for the buildings at the entrance to the Cemetery and adjacent land that will incorporate as a minimum the following:</p> <ul style="list-style-type: none"> • Refurbishment of the flats above the entrance • New office/admin space • New cafe/wake/community facilities • New residential/commercial units • New memorial gardens • New parking area 	Certain	<p>Proposals to be developed and tested using the Service Provider's in-house Design Team and Quantity Surveyors. Several options to be worked up.</p> <p>One of the primary objectives of this proposal would for it to be self funding, so the development can be undertaken at no cost to the Authority</p>	Within 6 Months of the Commencement Date	yes	<p>income growth targets</p> <p>Improved quality of facilities and modernised environment</p> <p>Works delivered at no cost of the Authority</p>	Improved quality of facilities will support the marketing and business development plans being proposed for the site	P&P:B P&P:C P&P:E F&C:Q	
T3-11	C&C	<p>The Service Provider will deliver the preferred development proposal subject to:</p> <ul style="list-style-type: none"> • Client agreement of the proposal • Achieving necessary consents • Overall affordability of the scheme. Specifically that the value of the developed site is sufficient to fund the development 	Certain	All consultancy and contractor works to be covered by the development value	Within 24 Months of the Commencement Date	yes	<p>Improved quality of facilities and modernised environment</p> <p>Works delivered at no cost of the Authority</p>	Improved quality of facilities will support the marketing and business development plans being proposed for the site	P&P:B P&P:C P&P:E F&C:Q	
T3-12	C&C	<p>The Service Provider will offer a range of new services to customers to include, but not limited to:</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> • Wider range of products including caskets and urns the range to be kept under review and developed during the life of the contract according to customer requirements • Provision or allocation of facilities to enable Asian funeral rituals (e.g. cleansing of the deceased) utilising both chapels or longer booking 	Certain	Service Provider to allocate business development and marketing resources of 1 FTE for a minimum of 10 days to develop the new products and associated marketing literature with the existing staff at Hendon Cemetery and Crematorium	Within 6 months of the Commencement Date	yes	<p>More diverse range of services which will support the achievement of income growth targets which the Authority can share in</p>	Increased service range should support the achievement of income growth targets and in turn profitability	P&P:B P&P:C P&P:E F&C:Q	

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T3-13	C&C	<p> durations as necessary</p> <p>The Service Provider will produce an Outline Business Case to assess the potential to</p> 	Certain	Service Provider to allocate a resource of 1 FTE for a minimum of 10 days to develop the business case using in-house engineering expertise	Within 6 months of the Commencement Date	yes	Robust business case developed which could result in a reduction in energy costs should the business case be signed off	Reference site to enable the Service Provider to secure similar commissions from other clients	P&P:B P&P:C P&P:E F&C:Q	
T3-14	C&C	The Service Provider will, subject to successful development of a new greenhouse, work with suitable local social enterprises to enable them to use these facilities for the benefit of the wider community.	Certain	Through the stakeholder engagement plan for the Partnership the Service Provider will identify potential social enterprises to discuss how the new greenhouse could be best used	Within 18 months of the Commencement Date	yes	Improved community engagement and new relationship with citizens		P&P:B P&P:C P&P:E F&C:Q	
T3-15	C&C	The Service Provider will produce an Outline Business Case to assess the potential for the creation of a new natural burial site on surplus Authority-owned land within the Borough.	Certain	Service Provider to allocate a resource of 1 FTE for a minimum of 10 days to develop the business case and identify sites using in-house property and land surveying expertise	Within 6 months of the Commencement Date	yes	<p>Robust business case developed which could result in a new burial site within the Borough</p> <p>Achievement of sustainability objectives</p> <p>Additional income growth from the new site</p>	Share of new income growth and opportunity to offer a wider choice of services to customers	P&P:B P&P:C P&P:E F&C:Q	
T3-16	C&C	The Service Provider will, subject to the outcomes of the business case, client agreement and relevant consents, develop a new natural burial site and operate it through the DRS Partnership develop a detailed business case for agreement with the client, including funding options.	Certain	Service Provider to dedicate the resource required to find an operator and manage the procurement process	Within 18 months of the Commencement Date	yes	<p>Achievement of sustainability objectives</p> <p>Additional income growth from the new site</p>	Share of new income growth and opportunity to offer a wider choice of services to customers	P&P:B P&P:C P&P:E F&C:Q	
T3-17	C&C	The Service Provider will, subject to business case assessment and obtaining any necessary consents create or	Certain	Service Provider to allocate a resource 1 FTE for a minimum of 10 days to develop the business case	Within 12 months of the Commencement Date	yes	Improved diversity of services available and increased income from the new	Improved diversity of services available and increased income	P&P:B P&P:C P&P:E F&C:Q	

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		facilitate a memorial stonemason business within the cemetery.		and identify the potential demand and likelihood of success			business venture	from the new business venture		
T3-18	C&C		Certain	Investment of	Within 12 months of the Commencement Date Urgent remedial works to be undertaken ASAP	yes	Improved and modernised facilities to increase customer base. Increased customer satisfaction	The staff shall be consulted and involved in the features of the refurbishment. Improved staff satisfaction (mess room) Increased customer base	F&C:M F&C:Q P&P:B P&P:C P&P:F P&P:G	
T3-19	C&C	The Service Provider will provide training and development for all staff to enable them to achieve the ICCM qualification where appropriate, subject to individual staff wishes. This will support the ICCM Charter status, provide for more flexibility in staff deployment, enhance career development and improve service quality.	Certain	Training will be part of the Service Provider's overarching People Development Strategy, which is managed and delivered by the Partnership's dedicated, full-time Organisational Development Coordinator (as described in the HR SIDP and Tier 5 Commitments)	From the Commencement Date	yes	Improved services quality through better skilled staff	Improved staff capability enabling employees to achieve more positive outcomes when delivering the service	P&P:B P&P:C P&P:E P&P:G	
T3-20	C&C	The Service Provider will provide training and development for all Cemeteries and Crematorium manual staff to enable them to undertake routine maintenance and facilities management activities, subject to individual staff wishes.	Certain	Training will be part of the Service Provider's overarching People Development Strategy, which is managed and delivered by the Partnership's dedicated, full-time Organisational Development Coordinator (as described in the HR SIDP and Tier 5 Commitments). Training time required will form part	From the Commencement Date	yes	This will support the Green Flag process, improve customer service and increase flexibility and responsiveness to estates and FM issues.	Reduced costs through the need to not employ temporary staff or a contractor to deliver routine maintenance services	P&P:B P&P:C P&P:E P&P:G	

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T3-21	C&C	The Service Provider commits to maintain or increase existing staffing levels within the Cemetery and Crematorium service. This will fully support existing and future plans required in the Specification and KPIs and importantly allow the service to increase opening hours, extend the range of services available and improve performance standards.	Certain	of overall 5 day average commitment in T5-48 below. The Service Provider assumes that this requirement can be delivered from within the new staffing structure but if this is not possible investment will be made in recruiting new members of staff	From the Commencement Date	yes	Staff levels maintained resulting in the seamless transition of services	Ability to achieve all service improvements and commitments	P&P:B P&P:E P&P:G	
T3-22	C&C	The Service Provider will retain the existing customer service functions delivered within the service	Certain	No change to existing service	From the Commencement Date	yes	Continuity in the delivery of services to customer	Better understanding of customer's requirements gained from transferring staff	P&P:B P&P:E	
T3-23	C&C	Implementation of the BACAS Cemetery and Crematorium IT Management System.	Certain		Within 12 Months of the Commencement Date	yes	Improved customer experience through digitisation and efficiency of the entire booking and management process	Improved productivity and efficiency	P&P:B P&P:E F&C:Q	
T3-24	C&C	Implementation of the BACAS Cemetery and Crematorium IT Management System.	Certain	Investment of an additional 0.5 FTE of Senior Project Management resource from the Service Provider	Within 12 months of the Commencement Date and for 3 years	yes	Improved customer experience through digitisation and efficiency of the entire booking and management process	Supports the achievement of the Output Specification	P&P:A P&P:H	
T3-25	DM/BC		Certain		Within 9 Months of the Commencement Date	yes	Improved customer service Potential card transaction fee income	Productivity improvements from an automated process	P&P:B P&P:E F&C:Q	
T3-26	DM/BC/ Regen/ PS		Certain		Within 9 Months of the Commencement Date	yes	Improved customer service Fully integrated with the Public Access module therefore provides an effective engagement channel between the DRS and the customer	Productivity improvements from an automated process Fully integrated with the Public Access module therefore provides	P&P:B P&P:E F&C:Q	

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T3-27	DM/BC/EH/TS	[REDACTED]	Certain	[REDACTED]	Within 9 Months of the Commencement Date	yes	Improved customer service because staff will be able to answer queries from customers immediately due to the fact they have access to full case information	an effective engagement channel between the DRS and the customer Productivity and efficiency improvements due to the fact staff do not have to travel to the office to access key information	P&P:B P&P:E F&C:Q	[REDACTED]
T3-28	DM/BC/LC	The Service Provider will improve the quality of the planning process for all applicants through:- • Facilitating Developer engagement with the community at pre-application stage through the implementation of dedicated forums every 6 months • Ensuring the aspirations of the community are properly addressed through their statement of community involvement • Continuous updating of information for Members and the community to ensure it is clear and understandable • Supporting businesses by providing a one-stop-shop service from the Authority in relation to regulatory consents	Certain	The Service Provider will provide a mentor for the planning services team for the first 6 months of the Partnership to review existing service performance and identify areas for further improvement, benchmarking performance levels against other clients to ensure quality levels are maximised	Within 6 Months of the Commencement Date	yes	Improved quality of planning services which reflect the Service Provider's SIDP and Commitments	No financial penalties incurred for underperformance	P&P:B P&P:E	[REDACTED]
T3-29	DM/BC/LC	The Service Provider will improve the proactivity and personal nature of the planning service by: • Digitising planning records • Using EYE Maps, in particular GIS data to enable online reviews of applications • Develop new services based on commercially opportunity, allied to existing searches – e.g. provision of commercial, crime and schools data, air	Certain	Investment of [REDACTED] in the digitisation of planning records, including the capture of hard copy information and documents from the register spatially	Within 12 Months of the Commencement Date	yes	Ease of application Greater certainty in decision making Ability to meet community concerns better Better access to information for Members	Productivity improvements and system resilience	P&P:B P&P:E	[REDACTED]

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		quality and environmental information, demographic and socio-economic data • Updating data sets spatially using embedded maps where appropriate								
T3-30	DM/BC/LC	The Service Provider will introduce a premium rate service, including for example the production of supporting information in line with the validation checklist, to enable customers to pay for faster application responses should they choose to. This will be consistent with appropriate policies to safeguard against conflicts of interests, and will be part of our general approach to service delivery and is not therefore contained within a stand alone business case.		The Service Provider will provide dedicated business development and marketing resources to develop sales literature to support the introduction of a premium rate service to maximise take-up at an appropriate market rate	Within 6 Months of the Commencement Date	yes	Increased income generated and improved flexibility of choice for customers	Increased income to meet revenue targets	P&P:B P&P:E	
T3-31	DM/BC/LC	The Service Provider will facilitate engagement with agents by holding regular user meetings to understand areas of concern, adapting the service to respond to their specific needs, as well as introducing the Accredited Agents scheme for specified categories of applications.	Certain	A minimum of two user meetings to be held with developers annually	Within 6 Months of the Commencement Date	yes	Improved service delivery to make the Borough more attractive to prospective agents	Opportunity to get structured feedback in relation to service delivery and adapt the services to respond to agents' requirements	P&P:B P&P:E P&P:F	
T3-32	DM/BC/LC	The Service Provider will provide professional training and development for all development management staff which will include: • Training in urban design and sustainability a minimum of • Training & mentoring in commercial & business development expertise • RTPI formal qualifications	Certain	An average of 5 professional training and development days - requirement to be agreed as part of the annual appraisal process for each team member - to be provided to all development management staff per annum. Training time required will form part of overall 5 day average commitment in T5-48 below.	From the Commencement Date	yes	Improved quality of service	Improved capability of staff to enable service improvements to be achieved	P&P:B P&P:E P&P:G	
T3-33	DM/BC/LC	The Service Provider will provide professional training and development for Building	Certain	An average of 5 professional training and development days -	Within 6 Months of the Commencement	yes	Improved quality of service	Improved capability of staff to enable service	P&P:B P&P:E P&P:G	

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		Control staff including: • Support for trainees as part of our succession planning process • Development of other skills e.g. Party wall, CAP, Noise etc • Mentoring for marketing and business development skills • Professional Training and Development		requirement to be agreed as part of the annual appraisal process for each team member - to be provided to all building control staff per annum. Training time required will form part of overall 5 day average commitment in T5-48 below.	Date			improvements to be achieved		
T3-34	DM/BC/LC	The Service Provider will review the Dangerous Structure regime to identify and implement new processes to improve best practice and efficiency	Certain	Review to be undertaken by the Service Provider's in-house building control staff to provide an independent view	Within 6 Months of the Commencement Date	yes	Improved safety for building control staff and Barnet citizens, reducing the potential for accidents	Improved safety of staff	P&P:C P&P:G	
T3-35	DM/BC/LC	The Service Provider will provide customers with mobile numbers for Building Inspectors	Certain	Mobile phone number logs will be developed and made available to customers, providing direct contact for customers willing to fund this improved service	Within 1 Month of the Commencement Date	yes	Additional income generated and improved accessibility to the service for customers	Additional income generated, value to be determined	P&P:B P&P:E P&P:F	
T3-36	DM/BC/LC	The Service Provider will secure ISO9001 accreditation for each of the services, ensuring that current processes are redeveloped to ensure accreditation is retained throughout the duration of the contract	Certain	The Service Provider will utilise their in-house quality management team to assess the management processes of the DRS Partnership and reengineer them where necessary to enable accreditation to be achieved	Within 18 Months of the Commencement Date	yes	Reputational benefit of being ISO Improved quality of service to customers and citizens	Harmonised quality processes linked to the Service Provider's own Business Management Systems	P&P:B P&P:E	
T3-37	DM/BC/SPR		Certain		Investment will begin 9 months from contract commencement and be an iterative process each year	yes	Improved customer service by providing enhanced 'self-help' facilities	Efficiency improvements through streamlining business processes Productivity improvements due to the fact DRS staff do not have to spend as much time processing customer requests	P&P:B P&P:E F&C:Q	
T3-37a	LC	The Service Provider will ensure that all hard copy information on the Register is made available in electronic form	Certain	Investment of 5 FTE in first year to support scanning activity. Solution to be consistent with	By the end of year 1 of the Contract	yes	A more efficient and robust service with electronic versions of hard copy documents	Opportunity to provide a more efficient and robust service to the public as part	P&P:B P&P:E F&C:Q	

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							Quicker turnaround and more resilient approach will improve customer satisfaction	of the wider growth strategy		
T3-38	DM/LC	The Service Provider will continue to use the Authority's Ocella system	Certain	Included in the NSCSO Desktop Support fee	From the Commencement Date	yes	To ensure accurate application information is displayed to the public	To ensure accurate application information is displayed to the public	P&P:B P&P:E F&C:Q	
T3-39	EH/TS	The Service Provider will work with the Chartered Institute of Environmental Health (CIEH) and Trading Standards Institute (TSI) to undertake a comprehensive review of current service competency and skills for all staff. The Service Provider will report the findings of the review to the Partnership Operating Board within one month of the receipt of the review data from CIEH.	Certain	The CIEH is an exclusive partner of the Service Provider for the DRS Partnership TSI have committed to support the Service Provider for the DRS Partnership	Within 3 months of the Commencement Date	yes	Involvement of CIEH will support the DRS Environmental Health Team to become one of the leading providers in the UK and give the Authority confidence in service delivery	CIEH will support the Service Provider to ensure that the Environmental Health service is of the highest quality, particularly when this service has not been outsourced often in the past	P&P:C P&P:D P&P:G	
T3-40	EH/TS	The Service Provider shall address the findings of the CIEH and TSI review to ensure current and future business requirements are met	Certain	The Service Provider will adopt the BRDO/CIEH/TSI Joint Competency model to develop staff competencies and skills through a comprehensive training and development programme. This will be implemented with appropriate prioritisation of core service delivery, and will be supported by our service improvement activities to create the opportunity for staff development and business growth.	Within 6 months of the Commencement Date	yes	Future proofs services against upcoming industry changes Supports the Authority's strategic objectives to provide excellent services to its customers	improve flexibility, capability and capacity in staff deployment	P&P:C P&P:D P&P:G	
T3-41	EH/TS	The Service Provider will ensure that the Environmental Health and Trading Standards services are closely linked with the Council's current Insight services as well as with the NSCSO Delivery Unit. The analysts will provide an intelligence product under the	Certain	Fund two full time analyst posts to work with the Authority's Corporate Insight team	Within 6 months of the Commencement Date	yes	The analysts, using information from the Authority's existing data sets, as well as data from partners and commercially available sources, will provide structured		P&P:F P&P:D	

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		direction of service professionals that clearly identifies emerging issues, changes in existing issues, effectiveness of prevailing tactics, opportunities for joint working, recommendations for tactics and operations and a strong evidence base for service planning purposes.					information to significantly improve operations, tactics, strategy and service plan development.			
T3-42	EH/TS	The Service Provider will work with the Director of Public Health to jointly address public health issues identified in the DPH's Annual report, the Joint Strategic Needs Assessment and other relevant sources, through project work and work defined in the Annual Service Plan	Certain	A member of the transferring team will take over the existing relationship established by the Service Provider and hold quarterly meetings with the DPH	From the Commencement Date	yes	Supports the Authority in the objective to join up public services	Enables the service provider to work with the DPH to focus on the right interventions and manage EH/Tsi resources more effectively	P&P:C P&P:D P&P:G	
T3-43	EH/TS	The Service Provider will create a joint tasking and coordination process that will bring relevant services and partners together to jointly address the priority issues highlighted through the data capture and analysis output. The Service Provider's investment in 2 full-time analysts will provide an intelligence product under the direction of service professionals that clearly identifies emerging issues, changes in existing issues, effectiveness of prevailing tactics, opportunities for joint working, recommendations for tactics and operations.	Certain	Joint tasking and coordination process to include fortnightly meetings Service Provider's 2 full-time analysts and joint working with the Authority's Insight Team and NSCSO Delivery Unit Relevant partners will include as a minimum: Environmental Health, Trading Standards, Licensing and Police. Priority issues will include: licensed premises, burglary and other property crime, nuisances problem traders and trade practices, health and well being concerns and anti social behaviour.	Within 12 months of the Commencement Date	yes	Joins up public services and supports the development of a new relationship with citizens	Enables the Service Provider to work in partnership with key local stakeholders to ensure effective targeting of resources to achieve the greatest impact	P&P:D P&P:F	
T3-44	EH/TS	The Service Provider will provide an in-DRS customer service function to respond to all queries via telephone, post and the internet utilising existing staff. Expertise will be developed across this staff group to enable all staff to	Certain	2 days dedicated sales training to be provided to all customer services staff dealing with Environmental Health and Trading Standards queries to allow value-add services to be sold on. Training time	Within 6 months of the Commencement Date	yes	Ensures that DRS customers receive excellent customer service while increasing income growth through the sale of value-added services where	Maximises the opportunity for income growth through increased confidence in service delivery coupled with value-added	P&P:C P&P:D P&P:G	

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		answer the majority of queries first time. All calls in which advice is given that relates to DRS services will be recorded by these staff.		required will form part of overall 5 day average commitment in T5-48 below.			appropriate	services being sold at appropriate opportunities		
T3-45	EH/TS	The Service Provider will encourage and facilitate an increase in self-service for Environmental Health and Trading Standards service by making information and advice available online for businesses and residents through the Authority website	Certain	Through improving the quality and quantity of information available to customers online the service will be available 24 hours per day, 7 days per week	Within 12 months of the Commencement Date	yes	Encourages self-service by customers and a new relationship with citizens	Improved efficiency through increased use of the web and reduction in direct calls to staff	P&P:B P&P:E	
T3-46	EH/TS	The Service Provider will create a Primary Authority service to form statutory partnerships with client companies in accordance with BRDO and legislative requirements.	Certain	The Primary Authority service will be created using existing staff	Within 12 months of the Commencement Date	yes	Builds stronger relationships with key local businesses and encourages more businesses to move to the Borough Encourages legislative compliance	Ensures that strong relationships are built with local businesses and legislative compliance is achieved, reducing the reliance on enforcement activity	P&P:C P&P:D P&P:E	
T3-47	Highways	The Service Provider will transfer the EXOR application from the NSCSO Contract to the DRS Contract for hosting and support subject to agreement with the NSCSO Provider.	Certain		the transfer of this application will begin 3 months prior to contract commencement to ensure the application is available to DRS users on Day 1. Mobile working planned to follow 6 - 12 months following go live, subject to review	yes	Supports the delivery of the Service Provider's contractual commitments in ICT and service quality	Supports the delivery of the Service Provider's contractual commitments in ICT and service quality	P&P:B P&P:E F&C:Q	
T3-48	Highways		Certain		Within 6 Months of the Commencement Date	yes	Supports the delivery of the Service Provider's contractual commitments in ICT and service quality	Supports the delivery of the Service Provider's contractual commitments in ICT and service quality	P&P:B P&P:E F&C:Q	
T3-49	Highways	The Service Provider will	Certain		Within 12 Months	yes	To aid in the service	Supports the	P&P:B	

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		upgrade the Authority's existing Exor Live (Production) system to version 4.5.0.0 subject to agreement with the NSCSO Provider.			of the Commencement Date		improvements as outlined within this table.	delivery of the Service Provider's contractual commitments in ICT and service quality	P&P:E F&C:Q	
T3-50	Highways		Certain	The investment cost of this module is covered in the [REDACTED] and hosting fees that underpin these commitments	From the Commencement Date	yes	This module enables the management of street works notices and permits to improve efficiency as well as customer service	Improved information and data collation, as well as provision of a more responsiveness service for the authority and it's customers/citizens	P&P:B P&P:E F&C:Q	
T3-51	Highways		Certain	The investment cost of this module is covered in the [REDACTED] and hosting fees that underpin these commitments	From the Commencement Date	yes	Improved level of information and accessibility for the Authority's Highways Network to enable better budget management and decision making	Quicker access and better information to enable the efficient management of the highways service	P&P:B P&P:E F&C:Q	
T3-52	Highways		Certain	The investment cost of this module is covered in the [REDACTED] and hosting fees that underpin these commitments	From the Commencement Date	yes	Improved level of information and accessibility for the Authority's Highways Network to enable better budget management and decision making	Quicker access and better information to enable the efficient management of the highways service	P&P:B P&P:E F&C:Q	
T3-53	Highways		Certain		From the Commencement Date for the provision of the Public Enquiry Manager	yes	Seamless transition of new and updated highways related service requests from the NSCSO to the DRS; Improved quality in the information recorded; Provides measurable information	Reduction in manual effort required i.e. staff sending e-mails informing them of a new service request; Avoids double entry of data;	P&P:B P&P:E F&C:Q	
					Within 3 Months of the Commencement Date for the PEM interface					
T3-54	Highways		Certain		From the Commencement Date for the provision of Maintenance Manager	yes	Automatic generation of works orders when a new defect is added into the system to provide a faster, more	Reduction in manual tasks required; A configured system to support the DRS services	P&P:B P&P:E F&C:Q	

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					Within 6 Months of the Commencement Date for the outlined proposals		responsive service to citizens and customers	provided; Streamlining of processes;		
T3-55	Highways		Certain	The investment cost of this module is covered in the _____ and hosting fees that underpin these commitments	From the Commencement Date	yes	Improved level of information and accessibility for the Authority's Highways Network to enable better budget management and decision making	Quicker access and better information to enable the efficient management of the highways service	P&P:B P&P:E F&C:Q	_____
T3-56	Highways		Certain	The investment cost of this module is covered in the _____ and hosting fees that underpin these commitments	From the Commencement Date	yes	Enabler for mobile working which will make the service more efficient and responsive	The CIM interface will support the Service Provider's mobile working improvement plans	P&P:B P&P:E F&C:Q	_____
T3-57	Highways		Certain	The investment cost of this module is covered in the _____ and hosting fees that underpin these commitments	From the Commencement Date	yes	Supports the digitisation of the Highways Network and improves the richness of data available to the Authority	Supports the digitisation of the Highways Network and improves the richness of data available to manage the service more effectively	P&P:B P&P:E F&C:Q	_____
T3-58	Highways		Certain		From the Commencement Date for the provision of Information Manager	yes	Enhanced reporting capabilities; Assist in the interaction with the NSCSO and the single customer view	Improved reporting will enable the Service Provider to manage the service more effectively and achieve our contractual commitments	P&P:B P&P:E F&C:Q	_____
					Within 12 Months of the Commencement Date for development of the interactive reports					
T3-59	Highways		Certain	The investment cost of this module is covered in the _____ and hosting fees that underpin	Within 6 Months of the Commencement Date	yes	Better information to assess the performance of the service and make	Documentation will be stored against actual Highways Service	P&P:B P&P:E F&C:Q	_____

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Reference number	Service(s) related to	Commitment	Commitment Certain / Aspirational	Underpinning Detail	Timescales for implementation / periodicity	Included in core offer?	Benefit to Authority	Benefit to Provider	Evaluation Criteria Reference	Remedy if not Achieved
		NSCSO Provider.		these commitments			budgetary decisions	requests therefore improving efficiency and completeness of records		
T3-60	Highways	The Service Provider will continue to use the Authority's Travl system	Certain	Investment of £2,650 per year	From the Commencement Date	yes	Continuity of service and support for planning decisions and the regeneration service	Continuity of service and support for planning decisions and the regeneration service	P&P:B P&P:E F&C:Q	
T3-61	Highways	The Service Provider will continue to use the Authority's ACCSMAP system	Certain	Investment of £2,500 per year for 5 licenses	From the Commencement Date	yes	Continuity of service	Continuity of service	P&P:B P&P:E F&C:Q	
T3-62	Highways	The Service Provider will use the AutoCAD system within the Highways service	Certain	Investment of £4,200 per year for 10 licences	From the Commencement Date	yes	Increased efficiency and ability to process online drawings	Increased efficiency and ability to process online drawings	P&P:B P&P:E F&C:Q	
T3-63	Highways	The Service Provider will continue to use the Authority's Picardy 5& Arcady system	Certain	Investment of £1,900 per year	From the Commencement Date	yes	Continuity of services Enables high quality planning application Transport Assessments and junction design.	Continuity of service	P&P:B P&P:E F&C:Q	
T3-64	Highways	The Service Provider will continue to use the Authority's TRICS system	Certain	Investment of £2,380 per year	From the Commencement Date	yes	Continuity of service	Continuity of service	P&P:B P&P:E F&C:Q	
T3-65	Highways	The Service Provider will continue to use the Authority's Transit12 system	Certain	Investment of £300 per year	From the Commencement Date	yes	Continuity of service	Continuity of service	P&P:B P&P:E F&C:Q	
T3-66	Highways	The Service Provider will continue to use the Authority's Linsig 2 system	Certain	Investment of £420 per year	From the Commencement Date	yes	Continuity of service	Continuity of service	P&P:B P&P:E F&C:Q	
T3-67	Highways	The Service Provider will continue to use the Authority's AutoTrack system	Certain	£600 per year	From the Commencement Date	yes	Continuity of service	Continuity of service	P&P:B P&P:E F&C:Q	
T3-68	Highways	The Service Provider will continue to use the Authority's iTrace system	Certain	No charge for this service	From the Commencement Date	yes	Continuity of service	Continuity of service	P&P:B P&P:E F&C:Q	
T3-69	Highways		Certain		From the Commencement Date	yes	To aid in the digitisation of map based records therefore enabling all GIS related data to be managed	To support the EXOR application; assists in the interface between the NSCSO and	P&P:B P&P:E F&C:Q	

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Reference number	Service(s) related to	Commitment	Commitment Certain / Aspirational	Underpinning Detail	Timescales for implementation / periodicity	Included in core offer?	Benefit to Authority	Benefit to Provider	Evaluation Criteria Reference	Remedy if not Achieved
		Provider.					appropriately and assists in the interface between the NSCSO and the DRS	the DRS		
T3-70	Highways		Certain		Within 12 Months of the Commencement Date	yes	To aid in efficiency improvements	To enable highways inspectors / officers to access the data held within the EXOR application whilst off-site;	P&P:B P&P:E F&C:Q	
T3-71	Highways		Certain		From the Commencement Date	yes	Supports the management of Traffic Regulations to ensure compliance	Supports the management of Traffic Regulations to ensure compliance	P&P:B P&P:E F&C:Q	
T3-72	Highways		Certain		Within 12 Months of the Commencement Date	yes	Captures customer related information stored within the systems; Provision of geospatial data to the NSCSO; Insight Initiatives	Supports the Service Provider's own Insight initiatives	P&P:B P&P:E F&C:Q	
T3-73	Highways	The Service Provider will implement Lean best practice systems & processes (e.g. Streetworks Management and inspections) by providing the existing streetworks team and develop the growth proposals detailed in the CDP	Certain	Provision of additional in-house resources from the Service Provider's in-house team including a part time streetworks specialist for a period of 3 months	Within 6 months of the Commencement Date	yes	Increased efficiency in service delivery as well as achievement of the guaranteed and aspirational growth targets for the Partnership	Achievement of contractual commitments in terms of guaranteed and aspirations savings and growth targets for the service	F&C:L P&P:B P&P:E	
T3-74	Highways	The Service Provider will invest in a procurement specialist to support the	Certain	1 part-time member of staff for 3 months to a maximum of 25 days prior to (new contract to go live in April 2014)	Within 3 months of the Commencement Date	yes		Improved service from contractors selected	F&C:L F&C:Q F&R:K P&P:C P&P:E	

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Reference number	Service(s) related to	Commitment	Commitment Certain / Aspirational	Underpinning Detail	Timescales for implementation / periodicity	Included in core offer?	Benefit to Authority	Benefit to Provider	Evaluation Criteria Reference	Remedy if not Achieved
T3-75	Highways	The Service Provider will commence the implementation of Capita Symonds' best practice 'Asset Protection Initiative' Streetworks Management approach including coring of utility reinstatements as detailed in the Service Delivery and Improvement Plan and the Commercial Development Plan.	Certain	Provision of additional in-house resources from the Service Provider's in-house team including a part time streetworks specialist for a minimum of 25 days	Within 6 months of the Commencement Date	yes	Improved quality of the highways asset for citizens and customers, as well as additional income generated from utility providers	Reduction in complaints and increase in income to achieve guaranteed and aspirational growth targets	F&C:L F&C:Q F&R:K P&P:C P&P:E	
T3-76	Highways	The Service Provider will establish Barnet DRS as Streetworks Centre of Excellence for London & South East as detailed in our Commercial Development Plan.	Certain	Achieved using existing staff and supplemented by the Service Provider's in-house experts in Streetworks as detailed in this Commitments Log	Within 12 months of the Commencement Date	yes	Reputational benefit of being a leading Authority in streetworks Opportunity to generate income growth through selling these services to other Authorities	Improved market position and share in London and the South East	F&C:L F&C:Q F&R:K P&P:C P&P:E	
T3-77	Highways	The Service Provider will develop and market the Streetworks Management initiatives – coring & additional products as detailed in the CDP [REDACTED] from 6 months of the commencement date.	Certain	Provision of a part time Business Development resource for a period of 6 months for up to 30 days	Within 12 months of the Commencement Date	yes	Reputational benefit of being a leading Authority in streetworks Opportunity to generate income growth through selling these services to other Authorities	Improved market position and share in London and the South East	F&C:L F&C:Q F&R:K P&P:C P&P:E	
T3-78	Highways	The Service Provider will invest in specialist resources to deliver the Highways Asset Management Plan	Certain	Provision of additional in-house resources from the Service Provider's in-house team including a for a period of 6 months on a part-time basis for a minimum of 30 days	Within 6 months of the Commencement Date	yes	Improved quality of the highways asset for citizens and customers	Reduction in complaints and increase in income to achieve guaranteed and aspirational growth targets	F&C:L F&C:Q P&P:C P&P:E	
T3-79	Highways	The Service Provider deliver the Developer Design Guide	Certain	Provision of dedicated in-house resources from the Service Provider on a part time basis for a minimum of 30 days, drawing on existing expertise in transferring team	Within 6 months of the Commencement Date	yes	Improved service for Developers making the Borough more attractive for investors	Improved relationship with Developers	P&P:A P&P:D P&P:E F&C:M	
T3-80	Highways	The Service Provider deliver the Network Management Plan	Certain	Provision of dedicated in-house resources from the Service Provider on a part	Within 6 months of the Commencement	yes	Improved quality of the highways asset for citizens and	Reduction in complaints and increase in	F&C:L F&C:Q P&P:C	