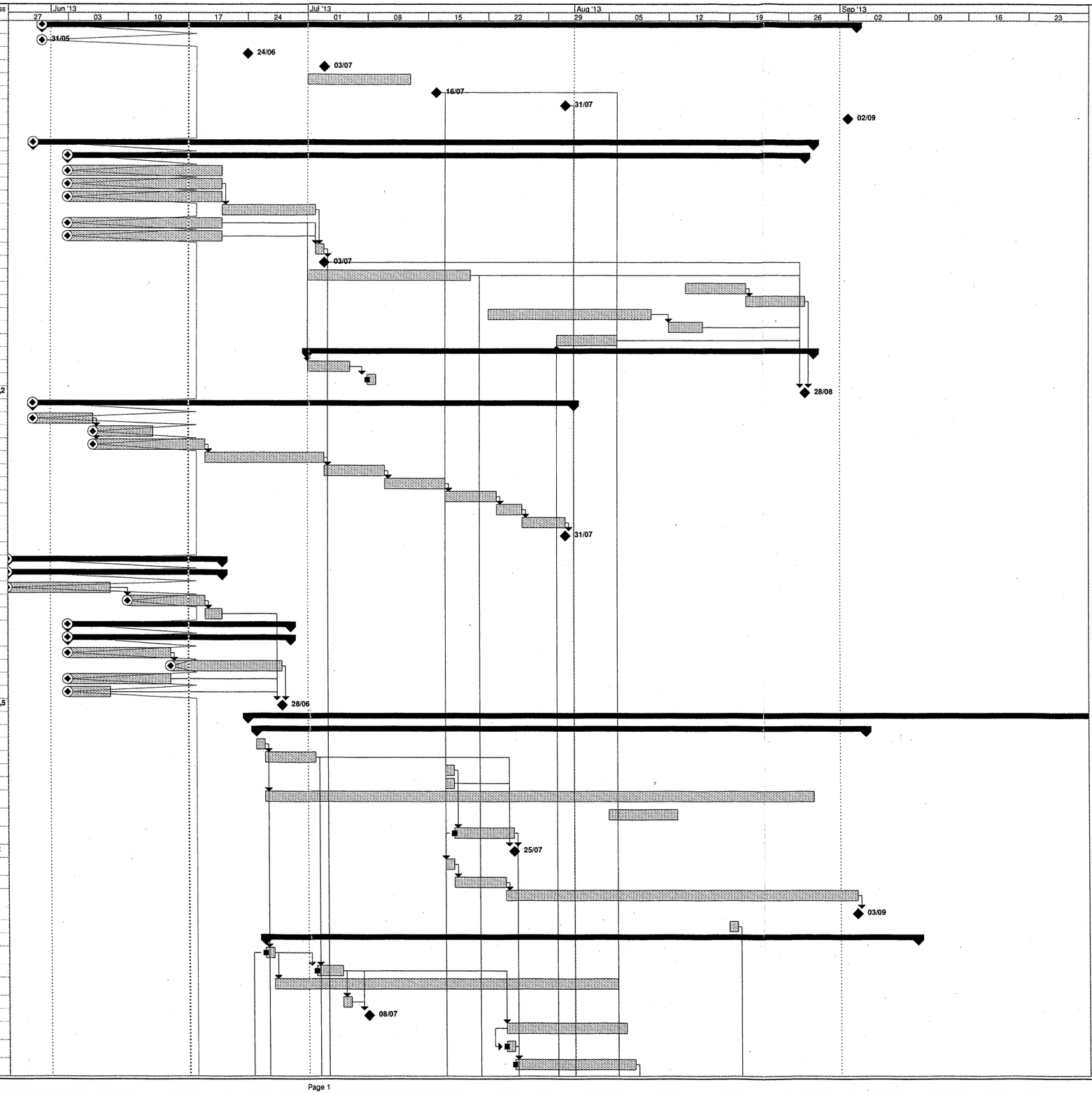
Schedule 34

Transition Plan

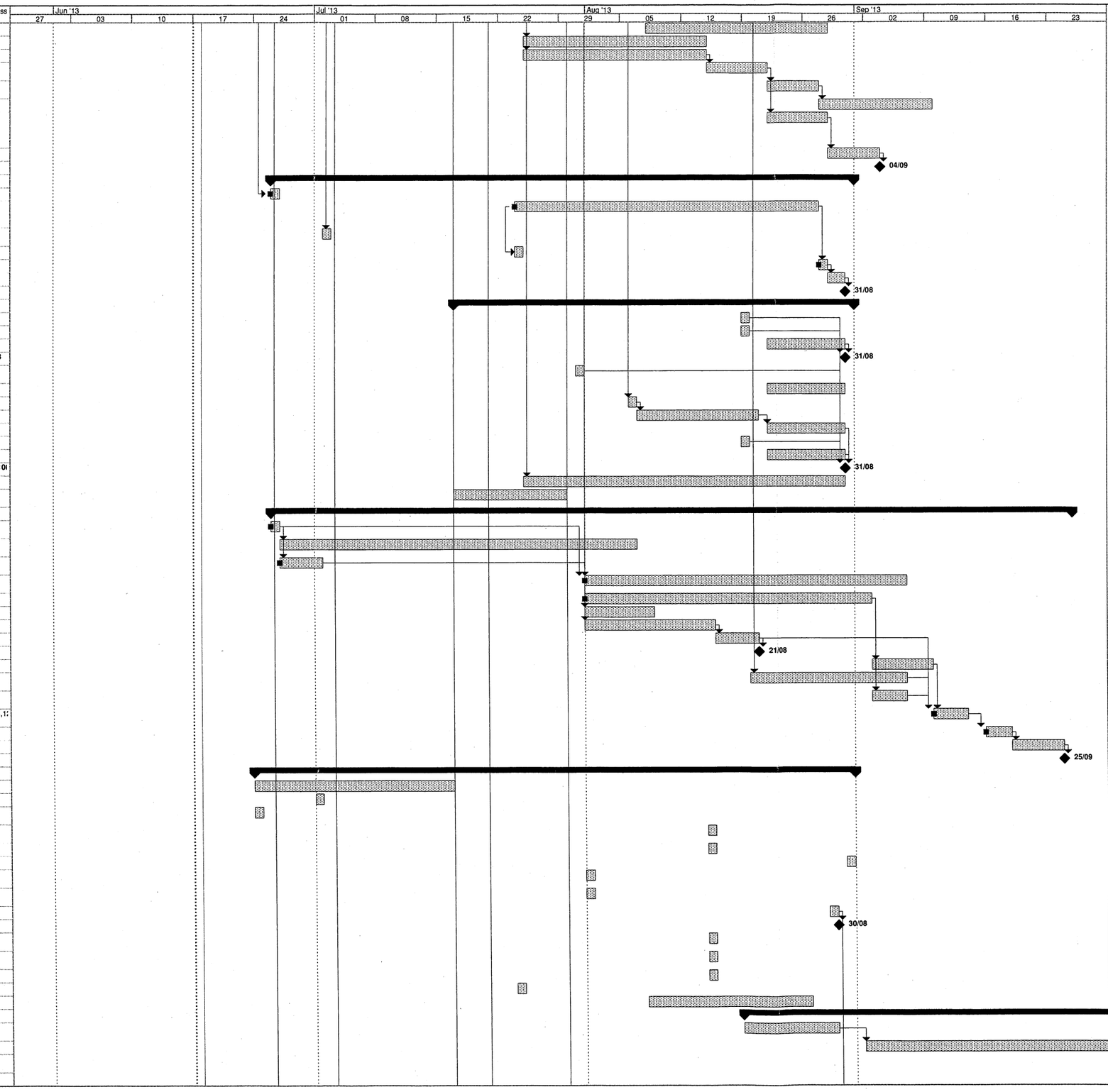
© Trowers & Hamlins LLP and the London Borough of Barnet

CAPITA SYMONDS

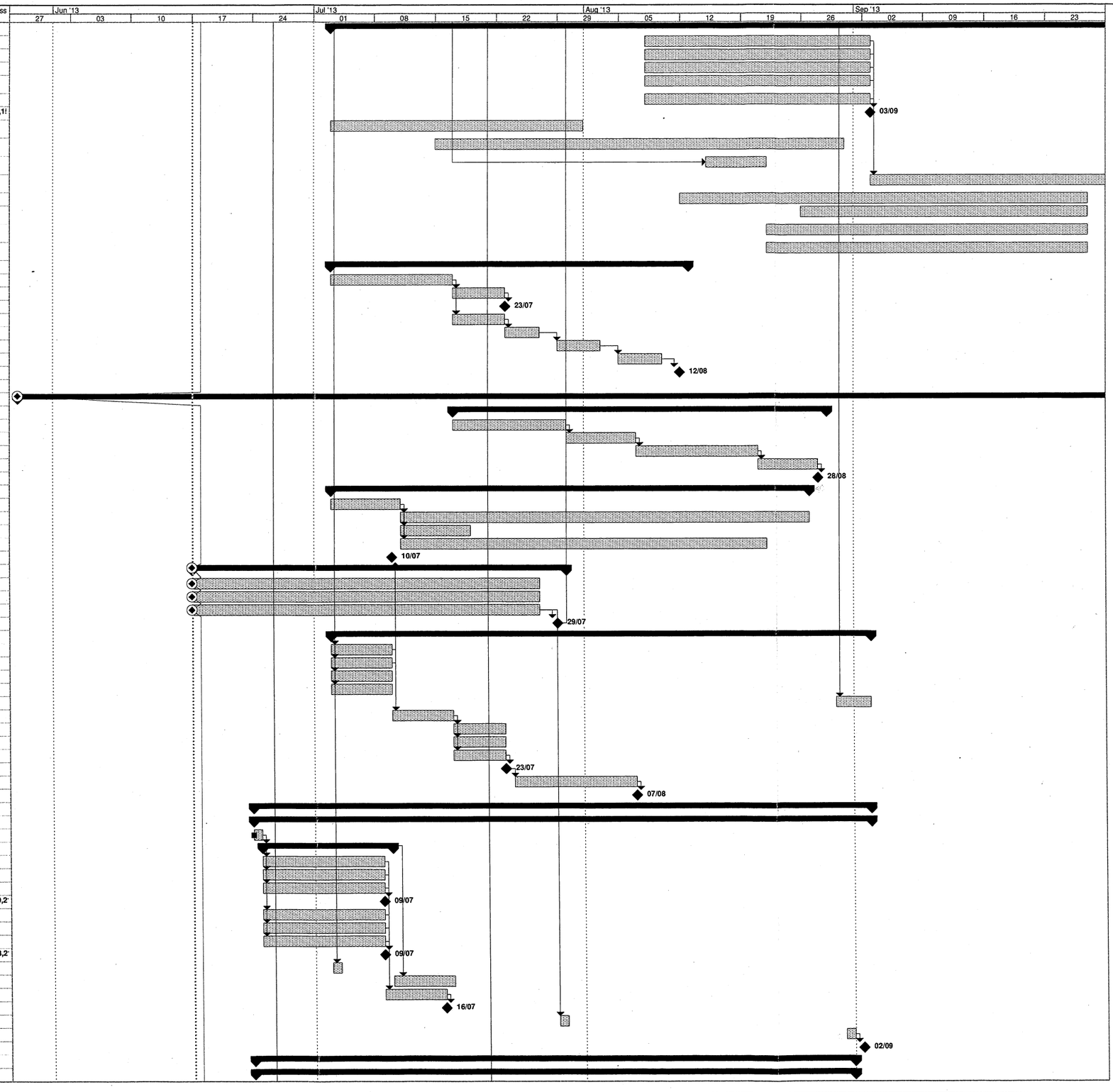
ID	Task Name	Duration	Start	Finish	Predecess
1	**Main Project Milestones**	**70 days?**	**Fri 31/05/13**	**Mon 02/09/13**	
2	Prefered Bidder	1 day?	Fri 31/05/13	Fri 31/05/13	
3	Cabinet Approval	1 day?	Mon 24/06/13	Mon 24/06/13	
4	Call in meeting	1 day?	Wed 03/07/13	Wed 03/07/13	
5	Alcatel	10 days	Mon 01/07/13	Fri 12/07/13	
6	JR Appeal outcome	1 day	Tue 16/07/13	Tue 16/07/13	
7	Sign Contract	1 day?	Wed 31/07/13	Wed 31/07/13	
8	Go-Live	1 day?	Mon 02/09/13	Mon 02/09/13	
9					
10	1 - SET UP PARTNERSHIP	67 days?	Thu 30/05/13	Wed 28/08/13	
11	**1.1 Set up Joint Venture Company**	**64 days?**	**Mon 03/06/13**	**Tue 27/08/13**	
12	Establish New Co with single shareholding	15 days	Mon 03/06/13	Thu 20/06/13	
13	Establish memo and articles for single shareholding New Co	15 days	Mon 03/06/13	Thu 20/06/13	
14	Issue Council shareholding to create Joint Venture	15 days	Mon 03/06/13	Thu 20/06/13	
15	*Agree articles memorandum in accordance with JV agreement*	7 days	Fri 21/06/13	Mon 01/07/13	13
16	Identify and appoint Chief Executive	15 days	Mon 03/06/13	Thu 20/06/13	
17	Identify and appoint Chair of the Board	15 days	Mon 03/06/13	Thu 20/06/13	
18	New company established at Companies House	1 day?	Tue 02/07/13	Tue 02/07/13	15,16,17
19	*****MILESTONE*** JV company set up activities complete**	**1 day?**	**Wed 03/07/13**	**Wed 03/07/13**	**18**
20	*Agree and launch marketing and branding strategy*	15 days	Mon 01/07/13	Fri 19/07/13	
21	*T1-8 Hold initial Board meeting to agree year 1 Business Plan / 3 y*	5 days	Wed 14/08/13	Tue 20/08/13	
22	Agree key growth pipeline targets	5 days	Wed 21/08/13	Tue 27/08/13	21
23	T1-9 Implement Conflict of Interest protocol (ensure none may exis	15 days	Mon 22/07/13	Fri 09/08/13	
24	Train TUPE managers on CoI protocol	4 days	Mon 12/08/13	Thu 15/08/13	23
25	T1-11 Impliment Change Control process	5 days	Tue 30/07/13	Mon 05/08/13	190
26	**1.2 Set up Boards**	**44 days?**	**Mon 01/07/13**	**Wed 28/08/13**	
27	*Agree attendees and terms of reference and agenda of partnership*	5 days	Mon 01/07/13	Fri 05/07/13	16
28	Notify attendees and diarise dates for year 1	1 day	Mon 08/07/13	Mon 08/07/13	27
29	*****MILESTONE*** Partnership set up and governance complete**	**1 day?**	**Wed 28/08/13**	**Wed 28/08/13**	**19,20,22,2**
30	**1.4 NSCSO Interface (Cooperation Agreement)**	**47 days**	**Thu 30/05/13**	**Wed 31/07/13**	
31	Review contract and agree plan for future working	5 days	Thu 30/05/13	Wed 05/06/13	
32	Agree meeting schedule to manage relationship	5 days	Thu 06/06/13	Wed 12/06/13	31
33	Obtain mutual understanding of Interface schedule and output spec	10 days	Thu 06/06/13	Tue 18/06/13	31
34	Identify future scoping requirements	10 days	Wed 19/06/13	Tue 02/07/13	33
35	Establish arrangements for on-going management of specification	5 days	Wed 03/07/13	Tue 09/07/13	34
36	Establish arrangements for on-going management of IT	5 days	Wed 10/07/13	Tue 16/07/13	35
37	Review of project interfaces	5 days	Wed 17/07/13	Mon 22/07/13	36
38	Establish arrangements for on-going management of Customer int	3 days	Tue 23/07/13	Thu 25/07/13	37
39	Establish arrangements for on-going management of Property Ser	3 days	Fri 26/07/13	Tue 30/07/13	38
40	*****MILESTONE*** Confirm readiness to Sign Cooperation Agre**	**1 day**	**Wed 31/07/13**	**Wed 31/07/13**	**39**
41					
42	2 - SET UP TRANSITION	20 days	Mon 27/05/13	Thu 20/06/13	
43	**2.1 Transition**	**20 days**	**Mon 27/05/13**	**Thu 20/06/13**	
44	T2-1 Establish Transition Team	10 days	Mon 27/05/13	Fri 07/06/13	
45	Finalise Draft Transition Plan	8 days	Mon 10/06/13	Tue 18/06/13	44
46	Submit Transition Plan to Transition Director for approval	2 days	Wed 19/06/13	Thu 20/06/13	45
47	3 - ESTABLISH TRANSITION PROJECT CONTROLS	21 days?	Mon 03/06/13	Fri 28/06/13	
48	**3.1 Project Controls**	**21 days?**	**Mon 03/06/13**	**Fri 28/06/13**	
49	Hold Risk workshop	10 days	Mon 03/06/13	Fri 14/06/13	
50	Develop preliminary Risk Register	10 days	Sat 15/06/13	Thu 27/06/13	49
51	Establish Document Control	10 days	Mon 03/06/13	Fri 14/06/13	
52	Establish poroject review meetings	5 days	Mon 03/06/13	Fri 07/06/13	
53	*****MILESTONE*** Transition team established and controls in p**	**1 day?**	**Fri 28/06/13**	**Fri 28/06/13**	**46,50,51,5**
54	4 - WORKFORCE TRANSITION	141 days?	Mon 24/06/13	Thu 02/01/14	
55	**4.1 T5-1 Employee Information**	**53 days?**	**Tue 25/06/13**	**Tue 03/09/13**	
56	*LBB to issue TUPE List (Provisional Staff List)*	1 day	Tue 25/06/13	Tue 25/06/13	
57	T5-24 HR Discovery (T&Cs matrix)	4 days	Wed 26/06/13	Mon 01/07/13	56
58	*LBB to issue List of agency workers*	1 day	Wed 17/07/13	Wed 17/07/13	
59	LBB to issue List of Contractors	1 day	Wed 17/07/13	Wed 17/07/13	
60	LBB to provide status reports on / legal / leave / sickness/ accidents/ ET claims/ long term sick / disciplinary cases	47 days?	Wed 26/06/13	Wed 28/08/13	56
61	LBB to provide absence data for previous 12 months (required before payroll run)	6 days	Mon 05/08/13	Mon 12/08/13	
62	Discuss/agree temporary staff with their relevant agencies / Capita Resourcing	6 days	Thu 18/07/13	Wed 24/07/13	58
63	*****MILESTONE*** Day 1 resourcing understood and gaps filled**	**1 day?**	**Thu 25/07/13**	**Thu 25/07/13**	**59,57,62**
64	Clarify status of CRB checks and training certificates and ensure all employees have relevant cover	1 day	Wed 17/07/13	Wed 17/07/13	6
65	*LBB staff to complete CRB forms*	5 days	Thu 18/07/13	Tue 23/07/13	64
66	T5-27 Undertake CRB Checks for all relevant staff without appropiate disclusure	30 days	Wed 24/07/13	Mon 02/09/13	65
67	*****MILESTONE*** CRB Checks complete**	**1 day?**	**Tue 03/09/13**	**Tue 03/09/13**	**66**
68	Define TUPE list (final staff list) issued (14 days prior to transfer)	1 day?	Mon 19/08/13	Mon 19/08/13	
69	**4.2 Staff Communications**	**56 days?**	**Wed 26/06/13**	**Mon 09/09/13**	
70	*HR meetings to discuss approach to communication, consultation and integration. Include methods,*	1 day	Wed 26/06/13	Wed 26/06/13	56
71	Agree Comms and Consultation Plan	3 days	Tue 02/07/13	Thu 04/07/13	70,57
72	On-going meetings (or conference call when this is not possible) to discuss progress	29 days	Thu 27/06/13	Mon 05/08/13	70
73	T5-4 Set up confidential e mail address	1 day?	Fri 05/07/13	Fri 05/07/13	71
74	*****MILESTONE*** Staff communications plan in place**	**1 day?**	**Mon 08/07/13**	**Mon 08/07/13**	**73,71**
75	T5-3-1 Introduction to Capita' overview presentations This will includes a history & overview of the business; culture; values;	10 days	Wed 24/07/13	Tue 06/08/13	71
76	T5-5 Issue TUPE FAQ document and publish details of an email helpline and staff surgeries. This will be issued to all effected staff	1 day	Wed 24/07/13	Wed 24/07/13	75SS
77	Prepare and issue staff with draft copy of 'new look' payslip and payroll guide. Includes detail on tax office, payroll contacts and	10 days	Thu 25/07/13	Wed 07/08/13	76



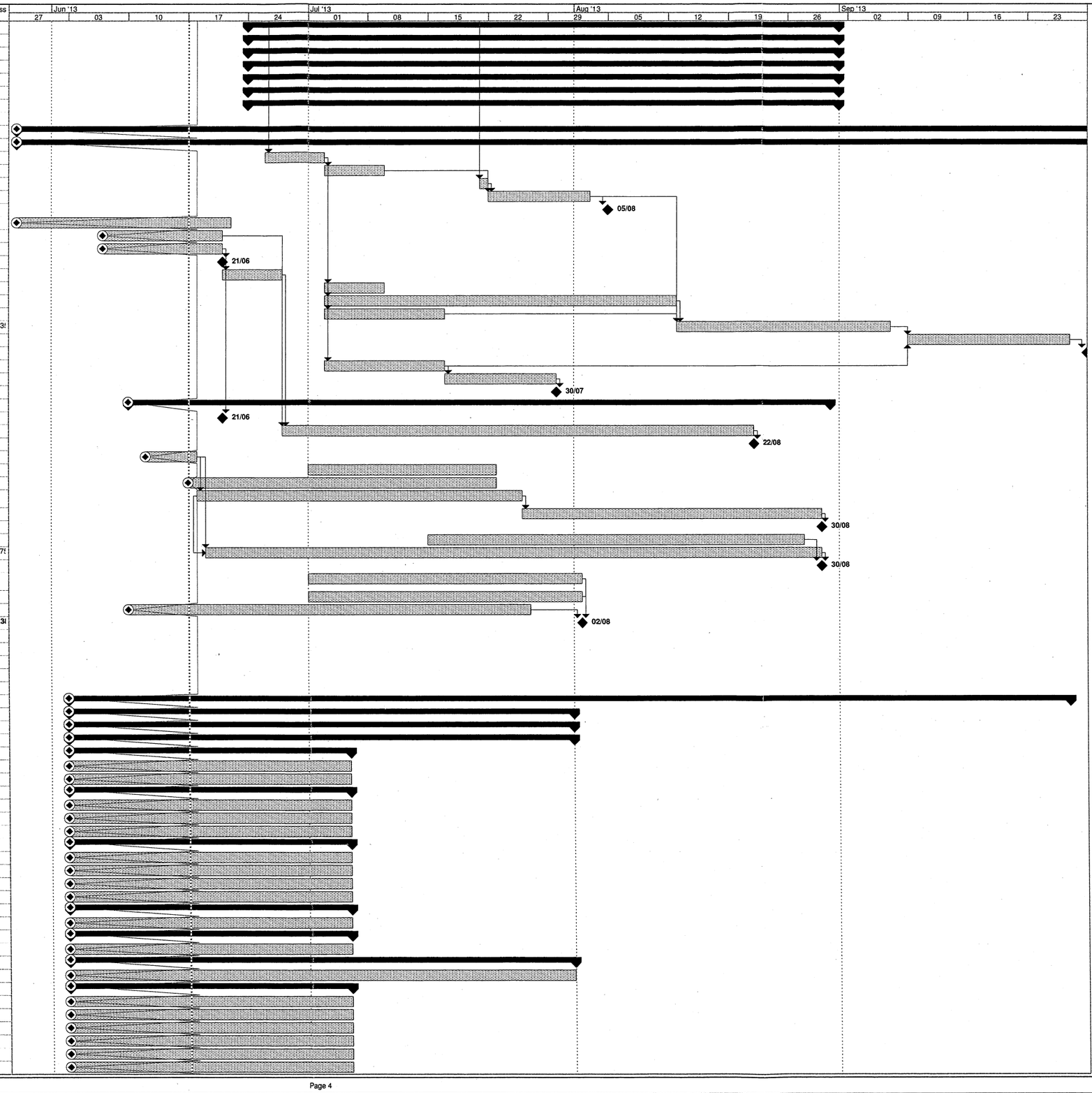
ID	Task Name	Duration	Start	Finish	Predecess
78	Regularly monitor Q&As and direct to appropriate respondent, publ	15 days	Thu 08/08/13	Wed 28/08/13	77
79	Issue Staff Updates from consultation meetings.	15 days	Thu 25/07/13	Wed 14/08/13	76
80	T5-9 Arrange and hold group drop in HR sessions and/or 1:1's as n	15 days	Thu 25/07/13	Wed 14/08/13	76
81	T5-3-2 Conclusion of Consultation Outcome Presentations. To include detail on the outcome of consultation; the additional	5 days	Thu 15/08/13	Wed 21/08/13	80
82	T5-5 Issue Staff Bulletin. To include information on Capita news, staff profiles , consultation updates, facts and stats, charity	4 days	Thu 22/08/13	Tue 27/08/13	81
83	Team managers meet and great	10 days	Wed 28/08/13	Mon 09/09/13	82
84	Prepare and distribute Day One Orientation packs. Orientation packs to include information on the Capita approach to People Management, local administration, HR admin processes, Finance processes (cost centre, expenses)	5 days	Thu 22/08/13	Wed 28/08/13	81
85	T5-6 Hold "Welcome on Board" Event within 1 week of start of Trar	5 days	Thu 29/08/13	Tue 03/09/13	84
86	***MILESTONE*** Communications activities complete	1 day?	Wed 04/09/13	Wed 04/09/13	85
87	**4.3 Consultation**	50 days?	Wed 26/06/13	Sat 31/08/13	
88	*Capita HR to meet with LBB HR team to confirm approach to, and l*	1 day	Wed 26/06/13	Wed 26/06/13	70SS
89	T5-8, T5-10, T5-23 TUPE Consultation with Staff Consultation Committee, Unions and Employers. Please refer to Consultation timeline for proposed agendas (Bi weekly meetings with TUs)	25 days	Wed 24/07/13	Tue 27/08/13	
90	Issue Draft Pre Consultation TUPE 13 Measures letter for business approval	1 day?	Tue 02/07/13	Tue 02/07/13	57
91	T5-7 Issue Pre consultation TUPE 13 Measures letter	1 day?	Wed 24/07/13	Wed 24/07/13	89SS
92	Issue Final TUPE 13 Measures Letter Issued	1 day	Wed 28/08/13	Wed 28/08/13	89
93	T5-10 Transfer recognition agreements from GMB and Unison	2 days	Thu 29/08/13	Fri 30/08/13	92
94	***MILESTONE*** Consultation activities complete	1 day?	Sat 31/08/13	Sat 31/08/13	93
95	**4.4 Integration**	35 days?	Wed 17/07/13	Sat 31/08/13	
96	Arrange for the transfer of HR Admin processes	1 day	Mon 19/08/13	Mon 19/08/13	
97	Arrange transfer of Childcare Vouchers	1 day	Mon 19/08/13	Mon 19/08/13	
98	*Transfer of all Personnel files*	7 days	Thu 22/08/13	Fri 30/08/13	
99	***MILESTONE*** Transfer of all staff information to CSL	1 day?	Sat 31/08/13	Sat 31/08/13	96,97,98
100	Organise Managers' Guide Workshops to all transferring managers. Managers' Guide workshop is attended by all Capita	1 day	Wed 31/07/13	Wed 31/07/13	
101	Arrange Capita Connections induction for all transferring staff	7 days	Thu 22/08/13	Fri 30/08/13	
102	Capita to set up new records on SAP, generating new employee nu	1 day	Tue 06/08/13	Tue 06/08/13	6
103	T5-41 Job titles confirmation and entry into Desktop	10 days	Wed 07/08/13	Tue 20/08/13	102
104	T5-41 Organise CapitaDesktop (Employee Self Service) training	7 days	Thu 22/08/13	Fri 30/08/13	103
105	Finalise delivery of staff day one activity	1 day	Mon 19/08/13	Mon 19/08/13	
106	T5-39 Set up buddy system for new starters	7 days?	Thu 22/08/13	Fri 30/08/13	
107	***MILESTONE*** Day 1 training completed and activities in pla	1 day?	Sat 31/08/13	Sat 31/08/13	96,100,10
108	Recruitment of Day 1 New Starters	27 days	Thu 25/07/13	Fri 30/08/13	62
109	*Develop and Agree practical working arrangements for Joint Employment Model*	10 days	Wed 17/07/13	Mon 29/07/13	
110	**4.5 Payroll**	68 days?	Wed 26/06/13	Wed 25/09/13	
111	*Hold an initial meeting or conference call to discuss the approach to payroll transfer activities and payroll plan.*	1 day	Wed 26/06/13	Wed 26/06/13	
112	Follow up conference calls between Capita and the payroll contact regarding the transfer of payroll in August 2013	30 days	Thu 27/06/13	Tue 06/08/13	111
113	Capita to supply standard template for payroll transition data, including overtime which will be populated by LBB Payroll.	3 days	Thu 27/06/13	Mon 01/07/13	111
114	*Copy payslips from July and Aug to be provided to Capita for transferring staff.*	28 days	Thu 01/08/13	Fri 06/09/13	111,7
115	Client to pay for the period 1 Aug to 31 Aug	24 days	Thu 01/08/13	Mon 02/09/13	
116	*LBB to supply set up details to Capita including P45 data*	6 days	Thu 01/08/13	Thu 08/08/13	113,7
117	*LBB to supply completed payroll template for payroll transition*	11 days	Thu 01/08/13	Thu 15/08/13	113,7
118	Run dummy payroll run	3 days	Fri 16/08/13	Tue 20/08/13	117
119	***MILESTONE*** initial Payroll set up	1 day?	Wed 21/08/13	Wed 21/08/13	118
120	Payslip checks between August and September	5 days	Tue 03/09/13	Mon 09/09/13	115
121	Capita to receive details of Maternity / Sickness / pay data relevant for August	15 days	Tue 20/08/13	Fri 06/09/13	68
122	Overtime due for remainder of August to be received and processed by Payroll	4 days	Tue 03/09/13	Fri 06/09/13	115
123	T5-12 Capita to implement payroll corrections following clarification and feedback from LBB	4 days	Tue 10/09/13	Fri 13/09/13	120,118,1
124	Capita to process September live payroll	3 days	Mon 16/09/13	Wed 18/09/13	123
125	Pay slips to staff - Capita HR and Payroll to be on site (pay day clini	4 days	Thu 19/09/13	Tue 24/09/13	124
126	***MILESTONE*** Final payroll for September run and correct	1 day?	Wed 25/09/13	Wed 25/09/13	125
127	**4.6 Pensions (Admissions Agreement)**	52 days?	Mon 24/06/13	Sat 31/08/13	
128	Pensions Discovery	17 days	Mon 24/06/13	Tue 16/07/13	
129	*LBB to provide copy of the Admissions Agreement*	1 day?	Mon 01/07/13	Mon 01/07/13	
130	Tranferee Admission Body/ Capita to finalise the Admission Agreement as per the contract and arrange for signature by all	1 day	Mon 24/06/13	Mon 24/06/13	
131	Tranferee Admission Body to provide details of the bank account for the pension scheme contributions to be paid into by Capita	1 day	Thu 15/08/13	Thu 15/08/13	
132	Capita to arrange Bond with Capita's insurer	1 day	Thu 15/08/13	Thu 15/08/13	
133	Capita/ Administering Authority to exchange contact details with the	1 day	Sat 31/08/13	Sat 31/08/13	
134	Tranferee Admission Body to advise and confirm to the Administering Authority the details of the members to be included	1 day	Thu 01/08/13	Thu 01/08/13	
135	Administering Authority to notify the pension scheme members of the procedure to transfer past service to the new Capita section	1 day	Thu 01/08/13	Thu 01/08/13	
136	T5-13 Capita to achieve admitted body status	1 day	Thu 29/08/13	Thu 29/08/13	
137	***MILESTONE*** Addmitted body status achieved	1 day?	Fri 30/08/13	Fri 30/08/13	136
138	Capita to issue an introductory letter to members to explain/ advise of the changes in the pension arrangement LBB	1 day	Thu 15/08/13	Thu 15/08/13	
139	Capita to deliver pension presentations to pension scheme members to highlight the changes	1 day?	Thu 15/08/13	Thu 15/08/13	
140	Capita to issue to members a statement of discretionary practices	1 day?	Thu 15/08/13	Thu 15/08/13	
141	Capita to finalise SLA with the Administering Authority	1 day?	Wed 24/07/13	Wed 24/07/13	
142	Agree phasing for auto enrollment for the JV partnership	13 days?	Thu 08/08/13	Mon 26/08/13	
143	**4.7 Verification**	54 days?	Mon 19/08/13	Wed 30/10/13	
144	T5-29 Prepare / Issue verification letters. Verification letter contains all individual contractual terms, conditions and benefits	9 days	Mon 19/08/13	Thu 29/08/13	
145	Return of verification check list by staff to Capita	21 days	Mon 02/09/13	Mon 30/09/13	144
146	T5-28 Capita to verify amendments with LBB and update personnel files as required	21 days	Tue 01/10/13	Tue 29/10/13	145
147	***MILESTONE*** Verification complete	1 day?	Wed 30/10/13	Wed 30/10/13	146



ID	Task Name	Duration	Start	Finish	Predecess
148	**4.8 OD**	**134 days?**	**Wed 03/07/13**	**Thu 02/01/14**	
149	T5-2 Appoint OD Co-ordinator from tranferring staff	19 days?	Thu 08/08/13	Mon 02/09/13	
150	T5-14 Undertake skills mapping exercise with all transferring staff	19 days?	Thu 08/08/13	Mon 02/09/13	
151	T5-15 Prepare initial JV Training Plan	19 days?	Thu 08/08/13	Mon 02/09/13	
152	T5-38, T5-40 Prepare a JV Induction Programme - roll out on a monthly basis	19 days?	Thu 08/08/13	Mon 02/09/13	
153	T5-31 Finalise details of EAP scheme	19 days?	Thu 08/08/13	Mon 02/09/13	
154	*****MILESTONE*** All Day 1 OD tasks complete**	**1 day?**	**Tue 03/09/13**	**Tue 03/09/13**	**149,150,1!**
155	Agree HR KPIs & Equalities Data required by LBB and reporting structure as outlined in T5-30	22 days?	Wed 03/07/13	Wed 31/07/13	
156	T5-36 Agree standard T&Cs for all new starters to the JV including any contract exceptions	36 days?	Mon 15/07/13	Fri 30/08/13	
157	T5-43 Inform Capita Managed Services that all vacancies for Barnet need to also be advertided with the local job centre	5 days	Thu 15/08/13	Wed 21/08/13	62SS
158	T5-61 Plan & prepare 1/2 day cultural integration workshop for transferring managers to be complete by month 3 post SCD	88 days?	Tue 03/09/13	Thu 02/01/14	151
159	Identify graduates to participate in BusinessWise 2013 (min 1 requi	36 days?	Mon 12/08/13	Fri 27/09/13	
160	Meet with BEEP to agree schedule of activities for 2013/2014 for work experience	26 days?	Mon 26/08/13	Fri 27/09/13	
161	Meet with Middlesex uni to agree sponsorship & support activities for 2013/14	28 days?	Thu 22/08/13	Fri 27/09/13	
162	Meet with Barnet & Southgate College uni to agree sponsorship & support activities for 2013/14	28 days?	Thu 22/08/13	Fri 27/09/13	
163	**4.9 Mentors**	**30 days?**	**Wed 03/07/13**	**Mon 12/08/13**	
164	Appoint Mentors	10 days	Wed 03/07/13	Tue 16/07/13	
165	Mentors develop engagement plans	5 days	Wed 17/07/13	Mon 22/07/13	164
166	*****MILESTONE*** Mentors appointed and plans in place**	**1 day?**	**Tue 23/07/13**	**Tue 23/07/13**	**165**
167	Mentors develop mentoring plans	5 days	Wed 17/07/13	Mon 22/07/13	164
168	Establish contract deliverables	4 days	Tue 23/07/13	Fri 26/07/13	167
169	*T5-16 Hold meeting between Mentors and Service Leads*	5 days	Mon 29/07/13	Fri 02/08/13	168
170	Agree actions for Mentor Service Transition	5 days	Mon 05/08/13	Fri 09/08/13	169
171	*****MILESTONE*** Mentoring programme in place with transferr**	**1 day?**	**Mon 12/08/13**	**Mon 12/08/13**	**170**
172					
173	**5 - NON WORKFORCE TRANSITION**	**93 days?**	**Tue 28/05/13**	**Mon 30/09/13**	
174	**5.1 PMO**	**32 days?**	**Wed 17/07/13**	**Wed 28/08/13**	
175	Establish PMO	10 days	Wed 17/07/13	Mon 29/07/13	
176	Define PMO roles and responsibilities	6 days	Tue 30/07/13	Tue 06/08/13	175
177	Establish control document set	10 days	Wed 07/08/13	Tue 20/08/13	176
178	Define programme reporting requirements	5 days	Wed 21/08/13	Tue 27/08/13	177
179	*****MILESTONE*** PMO for steady state in place**	**1 day?**	**Wed 28/08/13**	**Wed 28/08/13**	**178**
180	**5.2 Customers and Stakeholders**	**40 days?**	**Wed 03/07/13**	**Mon 26/08/13**	
181	Map and agree power/interest matrix	6 days	Wed 03/07/13	Wed 10/07/13	
182	Progress stakeholder tracking log	34 days	Thu 11/07/13	Mon 26/08/13	181
183	Create Stakeholder Mgt Plan	6 days	Thu 11/07/13	Thu 18/07/13	181
184	Agree stackholder interfaces with NSCSO stakeholders	31 days	Thu 11/07/13	Wed 21/08/13	181
185	*****MILESTONE*** Stakeholder management plan in place**	**1 day?**	**Wed 10/07/13**	**Wed 10/07/13**	**193**
186	**5.3 Legal & Property Requirements**	**32 days?**	**Mon 17/06/13**	**Mon 29/07/13**	
187	Agree use of NLBP4 with LBB	31 days?	Mon 17/06/13	Fri 26/07/13	
188	Agree transfer of existing Leases and Plant/Equipment in NLBP4	31 days?	Mon 17/06/13	Fri 26/07/13	
189	Completion of PA & Schedules	31 days?	Mon 17/06/13	Fri 26/07/13	
190	*****MILESTONE*** Contract Signature**	**1 day**	**Mon 29/07/13**	**Mon 29/07/13**	**189**
191	**5.4 Finance Requirements**	**46 days?**	**Wed 03/07/13**	**Mon 02/09/13**	
192	Establish bank account	5 days	Wed 03/07/13	Tue 09/07/13	18
193	Establish stationary to allow co. to operate	5 days	Wed 03/07/13	Tue 09/07/13	18
194	VAT registered	5 days	Wed 03/07/13	Tue 09/07/13	18
195	Liaise with Inland Revenue	5 days	Wed 03/07/13	Tue 09/07/13	18
196	Agree how pension contributions are paid to inform payroll	3 days	Fri 30/08/13	Mon 02/09/13	136
197	Establish new company in SAP	5 days	Wed 10/07/13	Tue 16/07/13	192
198	Establish company structure in Axiom	5 days	Wed 17/07/13	Mon 22/07/13	197
199	Establish project structure in Desktop	5 days	Wed 17/07/13	Mon 22/07/13	197
200	Establish Baseline Budgets	5 days	Wed 17/07/13	Mon 22/07/13	197
201	*****MILESTONE*** SAP set up for finance and budgets establish**	**1 day?**	**Tue 23/07/13**	**Tue 23/07/13**	**200**
202	SAP Roll-out and Training	10 days	Wed 24/07/13	Tue 06/08/13	201
203	*****MILESTONE*** Finance / SAP training provided to staff**	**1 day?**	**Wed 07/08/13**	**Wed 07/08/13**	**202**
204	**5.5 Service Readiness**	**53 days?**	**Mon 24/06/13**	**Mon 02/09/13**	
205	**5.5.1 Environmental Health and Trading Standards**	**53 days?**	**Mon 24/06/13**	**Mon 02/09/13**	
206	*LLB to provides specs,KPIs,volumes, forward works,3rd party*	1 day	Mon 24/06/13	Mon 24/06/13	
207	**LLB/CS to undertake joint reviews to cover the tasks belo**	**11 days?**	**Tue 25/06/13**	**Tue 09/07/13**	**206**
208	Review specifications to ensure current services is consist	10 days	Tue 25/06/13	Mon 08/07/13	206
209	Review KPIs to ensure that the current service is meeting	10 days	Tue 25/06/13	Mon 08/07/13	206
210	Review volumetrics and baseline against bid volumes	10 days	Tue 25/06/13	Mon 08/07/13	206
211	*****MILESTONE*** Reviews of revised information com**	**1 day?**	**Tue 09/07/13**	**Tue 09/07/13**	**208,209,2**
212	Obtain understanding of forward works and compare aga	10 days	Tue 25/06/13	Mon 08/07/13	206
213	Review budgets to ensure expidited spend is consistent w	10 days	Tue 25/06/13	Mon 08/07/13	206
214	Review 3rd party commitments against remaining budget	10 days	Tue 25/06/13	Mon 08/07/13	206
215	*****MILESTONE*** Review of in-flight budgets and proj**	**1 day?**	**Tue 09/07/13**	**Tue 09/07/13**	**212,213,2**
216	Confirm protocols for public payments and instructions for wor	1 day?	Wed 03/07/13	Wed 03/07/13	34
217	CS to provide gap analysis	5 days	Wed 10/07/13	Tue 16/07/13	207
218	Agree gaps with LLB (Truing up exercise)	5 days	Tue 09/07/13	Mon 15/07/13	208
219	*****MILESTONE*** Bid vs PB gap / tru up agreed with LBB I**	**1 day?**	**Tue 16/07/13**	**Tue 16/07/13**	**218**
220	Review transfering asset list to ensure that services can be del	1 day?	Mon 29/07/13	Mon 29/07/13	189
221	Undertake handover of assets on 31/8	1 day?	Sat 31/08/13	Sat 31/08/13	
222	*****MILESTONE*** Assets handed over**	**1 day?**	**Mon 02/09/13**	**Mon 02/09/13**	**221**
223	**5.5.2 Development Management**	**52 days?**	**Mon 24/06/13**	**Sat 31/08/13**	
237	**5.5.3 Building Control**	**52 days?**	**Mon 24/06/13**	**Sat 31/08/13**	



ID	Task Name	Duration	Start	Finish	Predecess
251	**5.5.4 Strategic Planning**	**52 days?**	**Mon 24/06/13**	**Sat 31/08/13**	
265	**5.5.5 Regeneration**	**52 days?**	**Mon 24/06/13**	**Sat 31/08/13**	
279	**5.5.6 Land Charges**	**52 days?**	**Mon 24/06/13**	**Sat 31/08/13**	
293	**5.5.7 Cemetery**	**52 days?**	**Mon 24/06/13**	**Sat 31/08/13**	
307	**5.5.8 Highways**	**52 days?**	**Mon 24/06/13**	**Sat 31/08/13**	
321	**5.5.9 Traffic and Development**	**52 days?**	**Mon 24/06/13**	**Sat 31/08/13**	
335	**5.5.10 Transport and Regeneration**	**52 days?**	**Mon 24/06/13**	**Sat 31/08/13**	
349					
350	**5.6 ICT Mobilisation & Development**	**93 days?**	**Tue 28/05/13**	**Mon 30/09/13**	
351	**Firstpoint**	**93 days?**	**Tue 28/05/13**	**Mon 30/09/13**	
352	*Establish Staff list*	5 days?	Wed 26/06/13	Tue 02/07/13	56
353	Create user accounts	5 days	Wed 03/07/13	Tue 09/07/13	352
354	Establish email requirements including branding of address (w	1 day?	Sun 21/07/13	Sun 21/07/13	20
355	Create email accounts	10 days	Mon 22/07/13	Fri 02/08/13	354,353
356	*****MILESTONE*** User accounts and email created**	**1 day?**	**Mon 05/08/13**	**Mon 05/08/13**	**355**
357	ICT discussions with NSCSO - agree support, joint use of apps	20 days?	Tue 28/05/13	Fri 21/06/13	
358	Agreement Capita WAN Connectivity	11 days	Fri 07/06/13	Thu 20/06/13	
359	Agreement on LAN and partnership DMZ design	11 days	Fri 07/06/13	Thu 20/06/13	
360	*****MILESTONE*** Infrastructure design agreed with NSCS**	**1 day?**	**Fri 21/06/13**	**Fri 21/06/13**	**359**
361	Cost approval	5 days	Fri 21/06/13	Thu 27/06/13	359
362	Cost Approval for new desktops/laptops	5 days	Wed 03/07/13	Tue 09/07/13	352
363	Order & Receive Desktops/laptops	30 days	Wed 03/07/13	Mon 12/08/13	352
364	*Obtain software requirements of each user*	10 days	Wed 03/07/13	Tue 16/07/13	352
365	Configure Replacement Desktop Equipment	20 days	Tue 13/08/13	Fri 06/09/13	363,364,3
366	Roll out equipment	15 days	Mon 09/09/13	Fri 27/09/13	365,368
367	*****MILESTONE*** Desktop replacement programme compl**	**1 day?**	**Mon 30/09/13**	**Mon 30/09/13**	**366**
368	*Mobile Handsets (requirements, order devices)*	10 days	Wed 03/07/13	Tue 16/07/13	352
369	Port Numbers	10 days	Wed 17/07/13	Mon 29/07/13	368
370	*****MILESTONE*** Mobiles/Telephony inplace**	**1 day?**	**Tue 30/07/13**	**Tue 30/07/13**	**369**
371	**Systems**	**62 days?**	**Mon 10/06/13**	**Fri 30/08/13**	
372	*****MILESTONE*** System support/provision agreed with N**	**1 day?**	**Fri 21/06/13**	**Fri 21/06/13**	**359**
373	New Core Infrastructure (order, configure and test)	40 days	Fri 28/06/13	Wed 21/08/13	358,361
374	*****MILESTONE*** Infrastrucure in place and operable**	**1 day?**	**Thu 22/08/13**	**Thu 22/08/13**	**373**
375	*LBB to provide copies of OS Map layers, Exor DB, details of n*	5 days	Wed 12/06/13	Mon 17/06/13	
376	Discussion with Existing Systems Suppliers	17 days?	Mon 01/07/13	Mon 22/07/13	
377	Development of DRP	27 days?	Mon 17/06/13	Mon 22/07/13	
378	[redacted]	29 days	Tue 18/06/13	Thu 25/07/13	375
379		25 days	Fri 26/07/13	Thu 29/08/13	378
380		**1 day?**	**Fri 30/08/13**	**Fri 30/08/13**	**379**
381		33 days?	Mon 15/07/13	Tue 27/08/13	
382	T3-60 to 68 Transfer of supporting Highways Systems	53 days	Wed 19/06/13	Thu 29/08/13	378SS,37
383	*****MILESTONE*** Continued access/use of existing syster**	**1 day?**	**Fri 30/08/13**	**Fri 30/08/13**	**381,382**
384	[redacted]	25 days	Mon 01/07/13	Thu 01/08/13	
385		25 days	Mon 01/07/13	Thu 01/08/13	
386		37 days?	Mon 10/06/13	Fri 26/07/13	
387	****MILESTONE*** New Day 1 system commitments config**	**1 day?**	**Fri 02/08/13**	**Fri 02/08/13**	**384,385,3**
388					
389					
390					
391					
392					
393	**6 - SERVICE SPECIFIC TRANSITION PLANS**	**88 days?**	**Mon 03/06/13**	**Fri 27/09/13**	
394	**6.1 ***Environmental Health and Trading Standards*** (Mike Hainge**	**45 days**	**Mon 03/06/13**	**Wed 31/07/13**	
395	**6.1.2 Services**	**45 days**	**Mon 03/06/13**	**Wed 31/07/13**	
396	**6.1.2 Environmental Health**	**45 days**	**Mon 03/06/13**	**Wed 31/07/13**	
397	**6.1.2.1 EH002**	**26 days**	**Mon 03/06/13**	**Fri 05/07/13**	
398	Identify any scheduled actions listed in key plans for	26 days	Mon 03/06/13	Fri 05/07/13	
399	Ensure scheduled actions are allocated to named st	26 days	Mon 03/06/13	Fri 05/07/13	
400	**6.1.2.2 EH005**	**26 days**	**Mon 03/06/13**	**Fri 05/07/13**	
401	Identify Committees, cabinet and other meetings that	26 days	Mon 03/06/13	Fri 05/07/13	
402	Allocate to named staff	26 days	Mon 03/06/13	Fri 05/07/13	
403	Identify reports needed for initial meetings and deadl	26 days	Mon 03/06/13	Fri 05/07/13	
404	**6.1.2.3 EH006/7**	**26 days**	**Mon 03/06/13**	**Fri 05/07/13**	
405	Check delegations (+ sub-delegations) covered by u	26 days	Mon 03/06/13	Fri 05/07/13	
406	Ensure all relevant staff are aware of the extent of th	26 days	Mon 03/06/13	Fri 05/07/13	
407	Ensure system in place for recording any decisions n	26 days	Mon 03/06/13	Fri 05/07/13	
408	Check that delegated decisions take account of relev	26 days	Mon 03/06/13	Fri 05/07/13	
409	**6.1.2.4 EH008**	**26 days**	**Mon 03/06/13**	**Fri 05/07/13**	
410	Understand enforcement policy regarding any deleg	26 days	Mon 03/06/13	Fri 05/07/13	
411	**6.1.2.5 EH009**	**26 days**	**Mon 03/06/13**	**Fri 05/07/13**	
412	Check that updated Business Continuity Plan is avail	26 days	Mon 03/06/13	Fri 05/07/13	
413	**6.1.2.6 EH0011**	**45 days**	**Mon 03/06/13**	**Wed 31/07/13**	
414	Review risk register, focussing on "red" risks under R	45 days	Mon 03/06/13	Wed 31/07/13	
415	**6.1.2.7 EH0012**	**26 days**	**Mon 03/06/13**	**Fri 05/07/13**	
416	Monitor expenditure and income under agreed reven	26 days	Mon 03/06/13	Fri 05/07/13	
417	Project outturn figures and take corrective action whe	26 days	Mon 03/06/13	Fri 05/07/13	
418	Review profiling of both to ensure outturn projections	26 days	Mon 03/06/13	Fri 05/07/13	
419	Allocate capital to deliver the relevant programmes,	26 days	Mon 03/06/13	Fri 05/07/13	
420	Review debts so that any exceeding the relevant trigg	26 days	Mon 03/06/13	Fri 05/07/13	
421	Carry out checks (in the case of debts arising from w	26 days	Mon 03/06/13	Fri 05/07/13	



Schedule 35

Managing Agent Protocol

© Trowers & Hamlins LLP and the London Borough of Barnet

Schedule 35

Managing Agent Protocol

© Trowers & Hamlins LLP and the London Borough of Barnet

Managing Agent Protocol

In delivering their responsibility for managing a Third Party Contract, the Service Provider shall ensure the performance of the Authority's obligations under each Third Party Contract and shall deploy and utilise sufficient professional experience and expertise to ensure that the Third Party Contractors are complying with the terms of their contracts. Subject to clause 5.5 of the Agreement, the Service Provider shall be responsible for paying the Third Party Contractor in accordance with the terms of the relevant Third Party Contract.

Definitions

Head of Commercial	The Authority officer appointed as Head of Commercial Services, or such replacement officer as notified by the Authority to the Service Provider

Service Requirement

Reference	Function	Service Requirement
MA103	Performance	The Service Provider shall identify and report any material issues with performance/delivery of outcomes to feed into the contract management process.
MA104	Performance	The Service Provider shall undertake an agreed number of spot checks on all Managed Contracts to verify their performance information. Minimum one per year per service.
MA105	Performance	The Service Provider shall, on an annual basis or in accordance with any specific partnering agreements between Authority and service provider, refresh the performance indicators.
MA106	Performance	The Service Provider shall provide information and analysis in an agreed format to support the budget setting process and the development of the corporate plan.
MA201	Contract Monitoring	The Service Provider shall monitor managed contracts and related SLAs, KPIs and PIs including quality of service delivery (employing technical experts where necessary), cost (including budget, efficiency and cost effectiveness) and performance. The Partner shall report to the Head of Commercial and highlight any issues or problems arising to be dealt with through the contract management process.
MA202	Contract Monitoring	The Service Provider shall on request provide all relevant information to Assurance and to Members which should include but not limited to: • Performance information / analysis on areas of focus • Risk/issue and dispute management • Exception reporting
MA203	Contract Monitoring	The Service Provider shall monitor progress against any improvement plans and ensure any actions agreed by lead commissioners or Assurance with managed suppliers are implemented. Actions to be implemented within agreed timescales.
MA204	Contract Monitoring	The Service Provider shall ensure that each Managed Contract has a

		robust management plan in place to deliver the outcomes agreed in their commission(s).
		In executing their responsibility for paying the Third Party Contractor the Service Provider shall ensure that all payments are made in accordance with the terms of the relevant Third Party Contract and that any overpayments are identified and recovered.
MA302	Contract Management	The Service Provider shall apply contract management mechanisms including payment mechanisms, escalation procedures, levels of intervention and inspection and dispute resolution mechanisms.
MA305	Contract Management	The Service Provider shall seek to resolve conflicts/issues/problems arising from the contract at first instance using agreed processes.
MA306	Contract Management	The Service Provider shall escalate unresolved disputes with to Commercial and Assurance and in line with dispute resolution procedures.
MA307	Contract Management	The Service Provider shall be responsible for encouraging positive relationships with, and between, managed contractors as appropriate
MA308	Contract Management	The Service Provider shall recommend to lead commissioners any necessary improvement plans following poor performance including timescales for implementing improvements or changes, any revised outcomes or changes to performance framework. In addition, the Service Provider shall identify and recommend to lead commissioners any opportunities identified for improvement in delivery.
MA309	Contract Management	The Service Provider shall ensure implementation of agreed recommendations from Assurance.
MA310	Contract Management	The Service Provider shall facilitate agreed contract governance processes.
MA311	Contract Management	The Service Provider shall manage any contract variations with external managed contractors including agreeing and implementing any such variations (within the limits of their delegated authority) and advising lead commissioners on options and implications.
MA312	Contract Management	The Service Provider shall manage risks or issues related to the role of Managing Agent and report these on a monthly basis to the Head of

		Commercial.
MA313	Contract Management	The Service Provider shall ensure that any gainshare and profit-share arrangements are applied in line with the DRS Agreement and Joint Venture Agreement and are audited to ensure compliance in order to realise all the financial benefit due to Authority.
MA315	Contract Management	The Service Provider shall identify and deliver savings from the supply chain of delivery units/partners against a baseline of addressable spend allocated to these areas. This shall be in addition to MTFS agreed savings and with delivery unit agreement.
MA403	Fostering collaboration	The Service Provider shall identify opportunities to improve outcome delivery for the Authority through more effective collaboration between managed contractors and also with the Authority's other partners. The Service Provider shall identify how to remove or reduce barriers that hinder effective collaboration between managed contractors and also with other partners.
MA501	New commissions	The Service Provider shall prepare output specifications for any new commissions as directed by the relevant lead commissioner(s) for approval
MA502	New commissions	The Service Provider shall identify potential suppliers, including the existing delivery units, for any new commission and undertake appropriate market testing to include an estimation of cost to deliver target outcomes or potential outcomes to be achieved for the target budget.
MA503	New commissions	The Service Provider shall assess the potential delivery approaches for commissioned outcomes, including new and innovative options, to make a recommendation to the Head of Commercial.
MA504	New commissions	The Service Provider shall provide challenge to the lead commissioner(s) and potential suppliers on how best to commission to achieve desired outcomes.
MA505	New commissions	The Service Provider shall put in place a contract / SLA to deliver the outcomes for new commissions, following the appropriate/ required process.

MA506	New commissions	The Service Provider shall undertake dependency mapping to highlight the impact of any new commissions on existing delivery activity and make recommendations about any appropriate actions to the relevant lead commissioner(s).
MA507	Budget Management	The Service Provider shall managed budgets as set out in clause 5.5 of the Agreement]
MA508	Payment	The Service Provider shall notify the Authority of the Authority obligation under the third party contract in respect of payment within reasonable timescales, and shall apply for refunds of payments made by the Authority where the Authority has either a contractual or common law entitlement to such refund
Auth01	Payment	The Authority shall make payment to supplier in accordance with the obligations notified to the Authority by the Service Provider in provision MA508 of this Output Specification