

Unique ID	Services relates to	Service Provider Commitment	Certain/ Aspirational	Related Risk	Underpinning Detail	Timescale	Included in Core Offer	Benefit to the Authority	Benefit to the Provider	Evaluation Criteria Reference	Related Assumptions/ Dependencies
T1-1	All Services	The Service Provider guarantees savings of one hundred and twenty six million pounds (£126,000,000) over the Initial Term on the basis set out in Clause 4 and Schedule 4 and as described in the Service Delivery plans in Schedule 2.	Certain	None	Schedule 4 guaranteed reduced operational costs as a result of £10m investment in overarching transformation programme; technology enabled channel shift, self service/self help with 51% reduction in volumes included within fixed price; more effective use of resources as highlighted throughout Schedule 2; net reduction of 123 FTE in the delivery of Services (excluding agency staff); pound for pound guarantees as outlined in Schedule 4	Over the Initial Term	Yes	Budget and quality of service delivery certainty; 15.5% reduction in Year 1 core services price; 18.08% reduction over years 1-10 in core services price; 43% operational net cost reduction by year 10; Supplier resources provided at risk to deliver procurement guarantee; Volume reductions of 51% included within price; Certainty of delivery of MTFS savings	Gainshare arrangements for achievement of guarantees. Successful reference site to bring future potential Partners to, in support of growing the Service providers business	D. Financial and Commercial Net financial benefit and payment profile including pace	The elements of the guarantee relating to Procurement and Overall Council Tax Collection are subject to the agreed terms laid out in Schedule 4
T1-2	Governance	The Service Provider will, on or before 8 months following the Service Transfer Date, provide the Commissioning Group with a data warehouse solution (as set out in Schedule 2) to facilitate the modelling, scenario analysis and production of management information to assist them in understanding the future demand for services from Barnet's citizens.	Certain	None	Schedule 2 Transformation method statement; Insight Schedule 41; xxm investment in Insight engine; 4.3 FTE in Insight team	On or before 8 months following the Service Transfer Date	Yes	Customer Insight; Single view of the customer; Supports commissioning council and informs future service requirements; Early intervention to deflect services to most appropriate delivery route - including community, faith groups and family reducing cost to Authority over time	Allows service delivery to be tailored and provides assurance in respect of delivery channel usage; Informs focussed communications to drive appropriate channel shift; Identifies new service opportunities to drive additional income for Authority and Service Provider. Will directly support the identification of projects aligned to delivering One Public Sector within Barnet based on citizen need such as shared customer contact, opportunities to share data and common infrastructure.	A Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council	None
T1-3	Customer Services	The Service Provider will, on or before 7 months following the Service Transfer Date, provide an Elected Members information Service (Dashboard) that will provide electoral ward information and management information relating to Authority services as set out in Schedule 2, Services Delivery Plans, Customer Services.	Certain	None	Schedule 2 Customer Services and Transformation method statements; xx investment in Portals; £xx provision for transformation co-design activity	On or before 7 months following the Service Transfer Date	Yes	More informed Members Ward and MI available to Members as required with limited support staff input;	Visibility of performance of Services to Members develops trust in Service Provider and encourages take-up of co-design of future services. Increased resident satisfaction with the Authority as members are able to have access to richer, and more up to date information. Members will be better supported in their interaction with citizens.	A Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time Effective management, sharing and use of data and insight to deliver a citizen-centric council	None

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T1-4	Procurement	The Service Provider will, on or before 12 months following the Service Transfer Date, provide a Community Development Fund that builds capacity and capability in the local ecosystem for example through providing mentoring, training courses and forums on winning and sustaining contracts with the Authority to Small and Medium Sized Enterprises (SMEs) and micro businesses up to a cap of £500,000 over the initial term.	Certain	None	Schedule 2 Procurement and Transformation method statements; £500k investment over the Initial Term	On or before 12 months following the Service Transfer Date	Yes	Local SMEs more equipped to deliver services to the Authority; Improvement to local SME viability; Increase in local employment through SMEs; Vibrant and thriving Borough; Support to Community Groups who wish to become formalised parts of the supply economy and therefore provide enhanced service delivery options; Support to creating sustainable business and build upon the high level of business start up within Barnet; Increased community capacity to receive services signposted through the NSCSO function improving resident satisfaction and reducing reliance on the Authority.	Improved capability of local supply economy will drive improved value and generate procurement savings. Reputational benefit to the Provider as an innovative approach to build on existing community and local supply options is proven to work and deliver financial and qualitative benefit.	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time  B. New Relationship with the Citizen High and measured customer satisfaction Enabling citizens and customers to do things for themselves and nurturing the Big Society  C. Service Delivery Services joined up with other public, private and third sector organisations  D. Financial and Commercial Flexibility in the contract	None
T1-5	Estates		Certain	None	Schedule 2 Estates method statement	Development complete within 2015	Yes		Modern, energy efficient offices enable flexible and cost effective working environment and motivated staff	A Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time  D. Financial and Commercial Flexibility in the contract	
T1-6	Procurement	The Service Provider will, on or before 36 months following the Service Transfer Date implement an Ecosystem approach as set out in Schedule 2, Service Delivery Plans, to increase the number of businesses and voluntary sector organisations trading within the London Borough of Barnet.	Certain	None	Procurement method statement; £500k investment in development of eco-system capability; Appointment of local supply chain champion; Implementation of supplier portal as part of £XXX investment in portals; Super KPIs in Schedule 4; Schedule 40 Managing Agent; £xxx transformation co-design activity	On or before 36 months following the Service Transfer Date	Yes	Thriving Borough with increased expenditure with Local Suppliers; reduced demand on Council services through better signposting to alternative providers; procurement savings through improved supply chain management; recognition of the role the citizen, family and carers take in service provision; Improved resident satisfaction	Engaged and capable local supply chain supporting the delivery of improved resident and customer satisfaction; Procurement and Managing Agent savings and gainshare opportunities	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time  B. New relationship with citizens Maximising access and quality of experience  C. Service Delivery Services joined up with other public, private and third sector organisations  D. Financial and Commercial Net financial benefit and payment profile including pace	None

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T1-7	Governance	The Service Provider will, on or before 36 months following the Service Transfer Date attain the British Standard of BS11000 Partnership Management in the provision of the Services.	Certain	None	Schedule 12 Partnering Governance; Schedule 13 Monitoring Procedure; Transition and Transformation method statements	On or before 36 months following the Service Transfer Date	Yes	Accreditation provides external validation of the effectiveness of the partnership operation	Accreditation provides external validation of the effectiveness of the partnership operation	A Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time  C. Service delivery Compliant, high quality service delivery	None
T1-8	Customer Services	The Service Provider will, on or before 10 months following the Service Transfer Date implement a Single Customer View to drive citizen interactions and personalisation on the basis set out in the Schedule 2, Service Delivery Plan Customer Services.	Certain	None	Customer Services and Transformation method statements; Investment in single customer view XX Establish channel development team of 6 FTEs in Customer Services; £XX transformation co-design activity	On or before 10 months following the Service Transfer Date	Yes	Services designed to meet customer needs and access requirements; Improved customer satisfaction; Reduced cost of service provision due to channel shift; Services tailored to fulfil multiple requirements through reduced contacts. A key aspect of the necessary infrastructure to support One Public Sector In Barnet is in place that then drives interaction across Public Sector Bodies as they engage with the valuable data contained within the SVC.	Streamline service delivery and deal with multiple requests reducing customer contacts in line with volume reductions forecast	A Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council  B New Relationship with Citizens Enabling citizens and customers to do things for themselves and nurturing the Big Society Maximising access and quality of experience Meeting the diverse needs of customers  C. Service delivery Compliant, high quality service delivery	None
T1-9	Customer Services	The Service Provider will on or before 3 months following the Service Transfer Date provide a Customer Access Strategy, ensuring contact experience drives and underpins a new relationship with Customers/Citizens on the basis set out in Schedule 2, Service Delivery Plan Customer Services .	Certain	None	Customer Services method statement; Establish channel development team of 6 FTEs in Customer Services; Co-design approach outlined in Transformation method statements; XXX transformation co-design activity	On or before 3 months following the Service Transfer Date	Yes	Services designed to meet customer needs and access requirements; Improved customer satisfaction; Reduced cost of service provision due to channel shift; Appropriate face to face and technology access for range of customer base. More efficient use of the Authority's property assets as they are aligned to customer contact requirements and their use is challenged by the future CS solution elements. This will inform the Locality strategy for each ward and ensure its alignment to customer demographics and interactions with the Authority.	Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price. Will drive opportunities for co-location with other Public sector bodies and reduce property costs.	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time B. New relationship with citizens High and measured customer satisfaction Enabling citizens and customers to do things for themselves and nurturing the Big Society Maximising access and quality of experience Meeting the diverse needs of customers C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations D. Financial and Commercial Flexibility in the contract	None



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T1-10	Customer Services	The Service Provider will, on or before 10 months following the Service Transfer Date implement a “My Account” web capability for the citizens of Barnet on the basis set out in Schedule 2, Service Delivery Plan Customer Services.	Certain	None	Customer Services and Transformation method statements; £XX investment in development of portals; £XX investment in transformation co-design activity	On or before 10 months following the Service Transfer Date	Yes	Customers more easily able to access and transact online with Authority; Improved customer satisfaction; Signposting to other service providers; Improved community cohesion. The Commissioning Group will be able to receive important citizen insight regarding behaviours and preferences in to analyse in support of the Authority's strategic direction.	Reduced cost to serve and improved customer satisfaction. Improved data on the citizen available to inform service re-design options.	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time Effective management, sharing and use of data and insight to deliver a citizen-centric council  B. New relationship with citizens Enabling citizens and customers to do things for themselves and nurturing the Big Society Maximising access and quality of experience  C Service Delivery Continuous and innovative improvement in service delivery  D. Financial and Commercial Net financial benefit and payment profile including pace	None
T1-11	IS	The Service Provider will, on or before 2 months following the Service Transfer Date implement a Google Business Apps pilot that will allow the Council to assess the value of the Google service's social tools and collaboration capabilities on the basis set out in Schedule 2, Service Delivery Plan IS.	Certain	None	IS method statement; £XX savings included in price for move from MS Office to Google	On or before 2 months following the Service Transfer Date	Yes	Reduced costs in price; Potential for further cost reduction based on additional take-up; Cloud services pay as you go allows services to be scaled up or down based on requirement; No investment in static owned infrastructure.	Cloud services remove need to introduce and maintain infrastructure; Opportunity to enhance the service to Schools and secure more traded income	C Service Delivery Continuous and innovative improvement in service delivery  D Financial and Commercial	Infosec agree that Google apps can be securely used by Authority users
T1-12	IS	The Service Provider will before the Service Transfer Date implement a Knowledge Management cloud based service to support transition. This same service will be made available to ASCH to support its Information and Advice offer to citizens on the basis set out in the ASCH IT PID.	Certain	None	Transition method statement; £XX investment in Verto; £XX investment in Transversal	Before Service Transfer Date	Yes	Provides consistency of information to affected staff and retained council employees. Is available to support ASCH's "Information and Advice" offer which is a key project within ASCH's transformation plans.	Early implementation of self-service to manage down future resistance to new ways of accessing NSCSO services.	A. Meeting the council's strategic objectives Effective HR practices and professional development  C Service Delivery Continuous and innovative improvement in service delivery	None
T1-13	Customer Services	The Service Provider will, throughout the Service Period, act as an advocate for the Authority's vulnerable customers who are unable to navigate and engage services themselves ensuring that they are put in contact with the correct Service Provider and that their enquiry is fulfilled without the need to make repeat contacts with the Service Provider on the basis set out in Schedule 2, Service Delivery Plans Customer Services and Transformation.	Certain	None	Customer Services and Transformation method statements; Staff Development Plans Transition method statement; Customer Satisfaction KPIs; Customer contact reduced by 51%; FTE reductions within Customer Services	From the Service Transfer Date	Yes	Improved customer satisfaction; Improvements in retained back office efficiency as a result of improved resolution at first point of contact and sign-posting to alternative providers; An important aspect of the necessary infrastructure in place to support the sustainable development of One Public Sector in Barnet.	Improved customer satisfaction; reduced customer contacts; Supports a demand management approach and also provides valuable insight to enable the Provider to work with and assist LBB Delivery Units and retained services in solution development as part of our Corporate Programmes offer.	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time Effective management, sharing and use of data and insight to deliver a citizen-centric council  B New Relationship with the Citizen High and measured customer satisfaction Maximising access and quality of experience Meeting the diverse needs of customers  C Service Delivery Compliant, high quality service delivery	None

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T1-14	Procurement and Transformation	The Service Provider will meet the London Procurement Pledge when placing contracts helping to enable Youth employment within the Borough through apprenticeships, graduate placements, and positive engagement with disenfranchised individuals as part of its co-design approach and management of the Ecosystem on the basis set out in Schedule 2. Procurement Method Statement and Transformation Method statement.	Certain	None	Procurement and Transformation method statements	On or before 36 months following the Service Transfer Date	Yes	Contributes to a thriving London Borough and increased employment, apprenticeship and graduate placement opportunities; Aligned to the Authority's economic development strategy and directly supports the current agenda of the Authority.	Contributes to Capita's Corporate Social Responsibility commitments and strategy	A Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values now and over time	None
T1-15	Procurement Managing Agent	The Service Provider will help identify opportunities to Nutmeg to become future suppliers to the Barnet community as part of Capita's community engagement and co-design approach on the basis set out in Schedule 2, Service Delivery Plans Procurement and Corporate Programmes	Certain	None	Eco-system development investment of £500k; Local supplier champion and market shaping/market making activity as outlined in Procurement method statement; Co-design activity outlined in Transformation and Corporate Programmes method statements; Schedule 3 Continuous Improvement; Schedule 40 Managing Agent; Super KPIs Schedule 4	On or before 1 months following the Service Transfer Date	Yes	Contributes to a thriving London Borough, increasing the skills of local suppliers and enabling services to be delivered by community organisations instead of the Authority, reducing costs increasing resident satisfaction; Formalised extension of the Service Provider's ecosystem approach that encourages other organisations/bodies to participate in the new relationship with the citizen promoted by the Authority; Supports demand management approach by effectively engaging community stakeholders in developing supply options and delivering them on behalf of the Authority.	Supports achievement of Super KPIs; Staff motivation improved through supporting local charities; Improved understanding of Nutmeg demographics to support future opportunities; Supports Capita's Corporate Social Responsibility ethos	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time  B New relationship with Citizens Enabling citizens and customers to do things for themselves and nurturing the Big Society  C Service Delivery Services joined up with other public, private and third sector organisations  D. Financial and Commercial Price performance mechanism	None
T1-16	Procurement and Transformation	The Service Provider will facilitate Local Business Development Boards of local suppliers on the basis set out in Schedule 2 Transformation and Procurement Method Statements. This Forum will increase the visibility of opportunities presented by the Partnership and Ecosystem and encourages local business to work together to respond to the opportunities identified through an agreed Local Business Opportunity plan.	Certain	None	Procurement and Transformation method statements; Schedule 3 Continuous Improvement; Schedule 4 Super KPIs and KPIs	On or before 18 months following the Service Transfer Date	Yes	Contributes to a thriving London Borough, One Barnet and Barnet plc objectives; Reduces direct service provision and enables other providers to deliver services; Increased sustainability of local businesses as they are able to formally share opportunities and better support each other as they become suppliers to the Authority	Supports achievement of Super KPIs; Supports achievement of Procurement and Managing Agent savings	A Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values now and over time  B. New relationship with citizens Maximising access and quality of experience  C Service Delivery Services joined up with other public, private and third sector organisations	None

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T1-17	All Services	The Service Provider will maximise opportunities from Central Government using the Service Provider's established network of formal and informal links to government to engage with policy makers, to help development a forward plan for proposed legislative changes to feed into the annual Service plan and for consideration when letting contracts through the Procurement function on the basis set out in Schedule 3.	Certain	None	Schedule 3 Continuous Improvement; 6 Additional procurement specialists; Schedule 12 Partnership Governance; Schedule 25 Services Legislation List outlines what change is currently included in price; Schedule 13 Change Protocol; Corporate Programmes method statement for managing forward plan of projects	On or before 6 months following the Service Transfer Date	Yes	Opportunity to attract additional central or grant funding; early visibility of legislative changes and their potential impact on the Authority and the Borough. The Provider is able to act as the Authority's advocate for opportunities presented within Central Government and lobby on its behalf	Early visibility of activity will allow planning for appropriate resource availability and management of forward plan of projects. Identify best practice across sectors and improve the Service Provider's service offerings against known opportunities.	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C Service Delivery Maximise opportunities from central government for the benefit of the Borough	None
T1-18	All Services	The Service Provider will work alongside other local government bodies/charities to identify revenue-generating ideas to improve the quality of services for the community (e.g. combined regeneration bids for grant money with local housing associations, lottery funding applications to support local children's charities on the basis set out in Schedule 3.	Certain	None	Schedule 3 Continuous Improvement	On or before 12 months following the Service Transfer Date	Yes	Additional project funding or income from successful project activity. Improved outcomes for projects against the Authority Corporate Plan 2012-13.	Opportunity for gainshare in respect of additional income which will be agreed in accordance with Schedule 15	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time Effective management, sharing and use of data and insight to deliver a citizen-centric council C. Service delivery Compliant, high quality service delivery Services joined up with other public, private and third sector organisations D. Financial and Commercial Flexibility in the contract	None
T1-19	All Services	Within one month of Service Transfer Date the Service Provider will commence the implementation of the Insight Engine implementation to be completed on or before 10 months following the Service Transfer Date. This will comprise a dedicated team, data infrastructure and set of analytical tools, and will provide insight to support service delivery, enabling the tailoring of interactions to provide the appropriate service, advice and guidance as well as supporting continuous improvement and commissioning decisions through the provision of regular insight reporting and the delivery of analytical projects on the basis set out in Schedule 41.	Certain	None	Schedule 41 Insight; 4.3 FTEs in dedicated Insight team; £XX investment in Insight Engine; 6 FTEs in Channel Development Team; Transformation and Corporate Programmes method statements	On or before 10 months following the Service Transfer Date	Yes	Greater understanding of customer needs and behaviour; improved customer satisfaction; information to support the Authority in their role as a commissioning Council; supports the Authority in becoming an exemplar for excellent customer focussed service. Supports the movement towards a 'new relationship with the citizen' via enhanced self help and self support in a sustainable manner as it builds on behavioural data.	Allows service delivery to be tailored and provides assurance in respect of delivery channel usage; Informs focussed communications to drive appropriate channel shift; Identifies new service opportunities to drive additional income and informs the decommissioning of services no longer appropriate to customer needs, reducing costs over time and increasing efficiency and the achievement of KPIs and Super KPIs	A Meeting the council's strategic objectives Effective management sharing and use of data and insight to deliver a citizen-centric council B New Relationship with citizens High and measured customer satisfaction C Service Delivery Compliant, high quality service delivery D Financial and Commercial Price Performance Mechanism	None



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T1-20	Estates	The Service Provider will, on or before month 30 of the Service Transfer date develop a One Barnet accommodation strategy across the whole Borough on the basis set out in Schedule 2, Service Delivery Plan, Estates	Certain	None	Estates method statement; Strategic Property Director to be appointed as part of solution; £XX investment in Agile Workplace programme included to engage with wider public sector bodies on accommodation strategy	On or before 30 months following the Service Transfer Date	Yes	Potential additional financial savings beyond the £32m property rationalisation savings by extending the scope of accommodation under review; Vibrant London Borough and regeneration benefits; Enable One Barnet service integration approach; May also contribute to a reduction in the Authority's backlog maintenance liability. Supports a sustainable One Public Sector approach within the Borough through opportunities for co-location	Potential for increased income from the Authority's operational property portfolio; Additional project work from 3rd parties such as development and design activity	A Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values now and over time  D. Financial and Commercial Flexibility in the contract	That Barnet public sector organisations engage in the integrated accommodation programme; To delivery potential savings, the Authority agree to the associated asset disposal programme and/or allow joint occupation of Authority premises or other public sector premises
T1-21	Estates	The Service Provider will, on or before 24 months of the Service Transfer date develop a Community Asset strategy on the basis set out in Schedule 2, Service Delivery Plan, Estates, addressing the use of community assets across all stakeholder groups, how these assets may pay for themselves in terms of financial performance, how they can meet the Localism and Policy Issues, and critically, how they will meet the requirements of the vast majority of Community Groups, ensuring the strategy does not disadvantage the thriving community groups in Barnet.	Certain	None	Estates method statement	On or before 24 months following the Service Transfer Date	Yes	Potential to offset cost to operate community portfolio; Increased capital receipts to invest in retained portfolio; Regeneration benefits within the Borough; Improved portfolio to strengthen community cohesion and support Eco-system. Supports the development of community groups as suppliers and key aspect of One Public Sector approach.	Potential for additional income through Special Projects; enables the Service Provider to sign-post service delivery to better equipped community organisations	A Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values now and over time  C. Service delivery Services joined up with other public, private and third sector organisations	To achieve financial benefits as a result of the strategy the Authority would need to agree the associated asset disposal programme and agree the reinvestment of that capital receipt into the retained community buildings
T1-22	Customer Services	The Service Provider's solution will identify those who need the support of the Council using the single view of the customer enabling efficient effective programmes of support to be developed for those citizens that make efficient use of the Authority's resources	Certain	None	Customer Services method statement; Establish Channel Development team of 6 FTEs in Customer Services; £XX investment in Single Customer View; £XX investment in Portals including Citizen Account; £XX investment in Knowledge Management; Investment of £720k in transformation co-design activity	On or before 12 months following the Service Transfer Date	Yes	Services designed to meet Customer needs; Improved customer satisfaction; Reduced cost of service provision due to channel shift and resolution at first point of contact; Efficiency savings within retained delivery units due to reduced level of hand-offs and reduction in contacts; Life events approach will identify opportunities for wider Public body interaction on behalf of the citizen and promote a sustainable One Public Sector Approach.	Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time Effective management, sharing and use of data and insight to deliver a citizen-centric council  B New Relationship with the Citizen High and measured customer satisfaction Enabling citizens and customers to do things for themselves and nurturing the Big Society Maximising access and quality of experience Meeting the diverse needs of customers	None

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T1-23	Customer Services	The Service Provider will use the single view of the customer information to identify coordinated support requirements across public sector organisations in Barnet and to enable a single programme of support approach for services delivered by those organisations	Aspirational	None	Schedule 3 Continuous Improvement; £xx investment in Single View of the Customer; Schedule 41 Insight; Investment of £xx in transformation co-design activity	On or before 12 months following the Service Transfer Date	Yes - Core Capability in offer including sign-posting, but potential to extend Customer Services for other Barnet public sector organisations	Additional income and economies of scale if Customer Services supports customer contact across Barnet's public sector organisations; Improved resident satisfaction; contributes to One Barnet objectives	Successful partnership delivering services to other organisations. Opportunities to develop service options for other public sector bodies and grow the Partnership.	B. New relationship with citizens High and measured customer satisfaction C Service Delivery Services joined up with other public, private and third sector organisations D. Financial and Commercial Flexibility in the contract	Other public sector organisations engage in planning and joint delivery of a single programme of support for residents
T1-24	Customer Services, Transformation, Managing Agent	The Service Provider will direct the demand for and cost of Services and signpost customers to those organisations best placed to help them.	Certain	None	Co-design approach to service design outlined in Transformation and Customer Services method statements; Investment of £XX in transformation co-design activity Development of the ecosystem; £500k investment in ecosystem capability; £XX investment in single view of the customer; Channel Development Team of 6 FTEs; Insight Team of 4.3 FTEs; Market making and market matching activity in Procurement method statement; Managing Agent Schedule 40	On or before 12 months following the Service Transfer Date	Yes	Residents and businesses in the Borough will be less dependent on the Authority as they will be encouraged and supported to help themselves and other to access services from existing community infrastructure. Able to mobilise existing community resources and infrastructure rather than create new infrastructure that reduces the cost to the Authority of its services.	Reduced cost to serve and improved customer satisfaction	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time B. New relationship with citizens High and measured customer satisfaction Enabling citizens and customers to do things for themselves and nurturing the Big Society C Service Delivery Services joined up with other public, private and third sector organisations D. Financial and Commercial Flexibility in the contract	None
T1-25	Procurement; Managing Agent Transformation	The Service Provider will establish an Eco-system holistic service supply approach throughout the Borough, building on the existing supply chain capacity of businesses, voluntary and private sector organisations and the citizens in the Borough	Certain	None	£500k investment fund for Eco-system development; Local supplier champion; Co-design activity to develop holistic service provision as outlined in Transformation method statement; Channel Development team of 6 FTEs; Insight Engine as outlined in Schedule 41 and Insight Team of 4.3FTEs; Increased expenditure with local suppliers PI in Schedule 4; Managing Agent Schedule 40		Yes	Thriving Borough with increased expenditure with Local Suppliers; reduced demand on Council services through better signposting to alternative providers; procurement savings through improved supply chain management; recognition of the role the citizen, family and carers take in service provision	Supports delivery of Procurement and Managing Agent savings and the opportunity for gainshare. Demonstration of a new approach to service delivery and partnership working in the sector that will enhance business opportunities for the Service Provider.	B New relationship with citizens High and measured customer satisfaction Maximising access and quality of experience C Service Delivery Services joined up with other public, private and third sector organisations	None



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T1-26	All Services	The Service Provider will ensure improved customer satisfaction with the quality and types of services they receive and that they are involved in designing those services and who they receive them from	Certain	None	KPIs; Method statements re service improvement activity, co-design; Managing Agent Schedule 40; Insight Schedule 41; Investment of £XX in transformation co-design activity	On or before 12 months following the Service Transfer Date	Yes	Improved customer satisfaction; Improvements in retained back office efficiency as a result of improved resolution at first point of contact and sign-posting to alternative providers	Will drive self help and self serve, and appropriate phone and F2F contact to allow contact reduction already included within price. Customer satisfaction will drive up the take up of services.	B New relationship with citizens High and measured customer satisfaction Maximising access and quality of experience	None
T1-27	All Services	The Service Provider will continually develop services utilising Insight, single view of the customer, Co-Design and work with the Authority's Commissioning Group to develop service options through: - recognition of customer need - challenge to existing service options including decommissioning of services identified as no longer required - affirmation of existing and/or the development of additional service options - design of service solutions development of appropriate service standards development of new service supply options through the Eco-system - provide continual Insight on the performance and appropriateness of the services	Certain	None	Schedule 3 Continuous Improvement; Transformation method statement; on-going improvement in KPIs over time as outlined in Schedule 4; Managing Agent Schedule 40; Schedule 41 Insight	On-going throughout the Contract Term	Yes	Customer Insight; Single view of the customer; Supports commissioning council and informs future service requirements; Early intervention to deflect services to most appropriate delivery route - including community, faith groups and family reducing cost to the Authority over time. Informs the decommissioning of services no longer appropriate to customer needs,	Allows service delivery to be tailored and provides assurance in respect of delivery channel usage; Informs focussed communications to drive appropriate channel shift; Identifies new service opportunities to drive additional income and informs the decommissioning of services no longer appropriate to customer needs, reducing costs over time and increasing efficiency and the achievement of KPIs and Super KPIs	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council  B. New relationship with citizens Enabling citizens and customers to do things for themselves and nurturing the Big Society Maximising access and quality of experience Meeting the diverse needs of customers  C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery  D. Financial and Commercial Price performance mechanism Ability to transfer risk	None
T1-28	All Services	The Authority will become an exemplar public sector organisation that is recognised as business-led and truly customer-focussed. Staff, suppliers and delivery partners will feel supported and informed enabling them to achieve their best for citizens, whether than be continually working to improve their services or helping to design new services to meet new and emerging needs	Certain	None	Super KPIs in Schedule 4; BS11000 application and accreditation; Customer satisfaction Service KPIs; Continuous Improvement Schedule 3; Method statements; particularly Customer Services and Transformation; Managing Agent Schedule 40	From Year 3	Yes	Being a recognised exemplar authority will allow additional opportunities for trading services	Potential for additional income from traded services; reputational benefit of successful partnership	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time Effective management, sharing and use of data and insight to deliver a citizen-centric council B. New relationship with citizens High and measured customer satisfaction Enabling citizens and customers to do things for themselves and nurturing the Big Society Maximising access and quality of experience Meeting the diverse needs of customers C. Service delivery Compliant, high quality service delivery Services joined up with other public, private and third sector organisations D. Financial and Commercial Price performance mechanism	None

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T1-29	All Services	The Authority will have access to additional funds to invest in further improvement projects in retained services, creating cohesion across the public sector and in supporting those who need its help. The Authority will also have access to transformation capability and capacity and other specialists within the wider Capita organisation to support invest-to-save projects and other initiatives that enhance services to citizens without challenging the MTFS position	Certain	None	Transformation and Corporate Programmes method statements; Special Projects Schedule 15 in particular, all SBCs will be developed at no extra cost to the Authority; Continuous Improvement Schedule 3, Managing Agent Schedule 40	Over the Initial Term	Yes	Risk and reward benefits from Special Projects. Access to broad range of skills and experience which might otherwise not be available to the Authority or which would be expensive to procure. Identification and delivery of savings in retained side services and other Delivery Units.	Risk and reward benefits potential from new Special Projects. Shared learning and problem solving across client accounts	D. Financial and Commercial Flexibility in the contract	None
T1-30	All Services	The Service Provider will work closely with the Commissioning Group to understand and respond to those emerging challenges and help predict what the future challenges might be and support the development of options to respond	Certain	None	Transformation and Corporate Programmes method statements; Special Projects Schedule 15; Continuous Improvement Schedule 3, Managing Agent Schedule 40	Over the Initial Term	Yes	Support to enhanced forward planning for future challenges.	Early visibility of activity will allow planning for appropriate resource availability and management of forward plan of projects	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Compliant, high quality service delivery D. Financial and Commercial Flexibility in the contract	None
T1-31	All Services	The Service Provider will establish a Leadership Panel to support the Partnership, the Strategic Partnership Board and Commissioning Group as required, to consider the challenges and solutions across the markets that the Service Provider operates in and the requirements and challenges faced by the Authority and together find innovative ways and initiatives to address the Authority's needs. The Panel, focussing on One Barnet and the Authority's strategic objectives, will be a dynamic team formed of industry leaders from the Service Providers delivery network as well as alternative provider partners	Certain	None	Schedule 3 Continuous Improvement; Schedule 12 Governance	Over the Initial Term	Yes	A diverse creative approach to problem solving, bringing experience and learning from other sectors underpinned by a practical and realistic approach to delivering services and achieving excellence in tough economic circumstances; access to skills and expertise which otherwise would require external consultancy expenditure	Allows the Service Provider to take best practice learning from local government into other sectors; Remain aligned to the strategic direction and challenges of the Authority	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery D. Financial and Commercial Flexibility in the contract	None

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T1-32	All Services	In agreement with the Authority, the Service Provider shall provide the opportunity to set up and run "peer challenge" events which will consist of a series of peer-to-peer shadowing sessions with the Authority's executive and ideas workshops, ideally themed to a specific topic of the Authority's choice. The Service Provider will bring appropriate subject matter experts and industry recognised leaders relevant to the topic from its delivery network and from key public partner agencies, such as the Police Authority, GP Commissioning Group, NHS and other Health representatives	Certain	None	Schedule 3 Continuous Improvement	Over the Initial Term	Yes	Able to test scenarios with a wide stakeholder group and develop approaches to challenges. Free access to industry leaders to understand responses and innovation outside Local Government; Development of new relationships to support Authority objectives and gain benefit through wider business opportunities; Savings in Authority costs.	Reputational benefit in the market. Opportunity to benefit from innovation developed as part of the Leadership Panel. Support the Service Provider's development of service options	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time Effective management, sharing and use of data and insight to deliver a citizen-centric council C. Service delivery Compliant, high quality service delivery Continuous and innovative improvement in service delivery Services joined up with other public, private and third sector organisations	That the Authority agrees to participate
T1-33	All Services	The Service Provider will undertake innovation and challenge and ongoing transformation to all Authority services including those undertaken by Delivery Partners, ensuring change is sustained, aligned to the Authority's objectives and relevant to customer needs	Certain	None	Schedule 12 Partnering Governance; Fundamental Reviews at Year 3 and 6; Managing Agent Schedule 40; Schedule 41 Insight; Schedule 3 Continuous Improvement; Partnership Management team	Over the Initial Term	Yes	Aids the Authority to continue to drive change aligned to its strategic objectives of better service with less money, sharing opportunities and responsibilities and making Barnet a successful London suburb.	Supports the achievement of Managing Agent and Procurement savings guarantees and creates the potential for gainshare on additional savings	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Continuous and innovative improvement in service delivery	None
T1-34	All Services	Undertake joint fundamental reviews of the partnership at Year 3 and Year 6 to confirm success to date and also review future plans and aspirations of the partnership and to either reconfirm the aspirations and set the dates by which they should be delivered, or agree that the future aspirations set out at contract start should be revised and new target and outcomes set. The review will take into account external factors; assess service performance and delivery of commitments to date; identify opportunities and undertake high level risk and impact assessments of them and prioritise opportunities; revise the agreement to take account of agreed updates to the future roadmap, financial plan, service levels, delivery model and governance arrangements	Certain	None	Schedule 12 Partnering Governance; Schedule 3 Continuous Improvement; Partnership Management team investment; Clause 10 Partnership Agreement, Schedule 13 Monitoring Procedure	Year 3 and Year 6	Yes	Flexibility in contractual provisions and confidence that focus is aligned to Authority's strategic direction and challenges. Ability to respond to change within the partnership.	Continual alignment to the Authority's challenges in business planning and therefore successful partnership.	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time D. Financial and Commercial Flexibility in the contract	None



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T1-35	All Services	The Partnership Governance arrangements will ensure that the annual Service Plan tracks progress towards the achievement of the strategic objectives through the measurement of initial indicators (which shall be updated over time) and shall focus on: Partnership Ongoing commercial flexibility Income generation Community impact Barnet plc One Public Sector Delivery unit productivity	Certain	None	Schedule 12 Partnering Governance; Schedule 3 Continuous Improvement; Schedule 13 Monitoring Procedure; Schedule 40 Managing Agent; Schedule 4 Pricing Mechanism incremental KPIs and Super KPIs	Over the Initial Term	Yes	Formal framework to track Service Provider's contribution to the Authority's strategic direction beyond the NSCSO services by monitoring the aspirational milestones/commitments; Formal mechanism to shape the Service Provider direction and contribution within Barnet; Opportunity to create economies of scale.	Allows the Service Provider to ensure that operations remain aligned to the strategic direction and challenges of the Authority	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time Effective management, sharing and use of data and insight to deliver a citizen-centric council	None
T1-36	All Services	The Service provider will bear the implementation cost of Changes in Law that require services, systems and processes to be changed of up to £XX for each change in law and up to a cap of £XX in aggregate over the Initial term	Certain	None	Clause 14.6 Partnering Agreement	Over the Initial Term	Yes	The Authority will be less exposed to the cost of Changes in Law and minimising the pressure on Council Budgets and freeing up budgets to spend on front line services.	allows provider to leverage experience t Barnet when implementing the change on other Local Government accounts	D Financial and Commercial - Flexibility in Contract Ability to transfer risk	None
T1-37	All Services	The Service Provider will expand the O2 Insight Partnership to include further data capture and sources of insight from call data, browsing data and messaging content	Aspirational	None	Schedule 41 Insight	By year 2	No - O2 is still in discussions with Regulators concerning making this information available in an anonymous format.	Additional insight into customer activity informing future service design and customer/resident engagement. Support to achieving the New Relationship with the Citizen and demand management approach. Enhanced source of date capture in terms of transaction volume, type and analysis.	Improved insight to inform future service design and also propensity of citizens to transact in different ways	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council B. New relationship with citizens High and measured customer satisfaction Maximising access and quality of experience C. Service delivery Services joined up with other public, private and third sector organisations	Subject to discussions with Regulators
T1-38	Governance, Transformation	Develop a single public health programme of support with LB Harrow improving the life chances of citizens within the Borough	Aspirational	None	Schedule 3 Continuous Improvement	By end of Year 2	No	Reduction in cost to provide services due to economies of scale and efficiencies by joint working; improved health and wellbeing within the Borough	Assist two clients to respond to the same issues - relationship benefits within Harrow and Barnet	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time B. New relationship with citizens Maximising access and quality of experience C. Service delivery Services joined up with other public, private and third sector organisations	Subject to discussions with LB Harrow
T1-39	Customer Services	Establish an additional income stream as a result of commission from referrals or sign-posting through the CSO function	Aspirational	None	Schedule 3 Continuous Improvement	By end of year 2	No	Additional income from external sources. Prove business model to roll out to other service options such as waste.	Gainshare arrangements for new income generation	D. Financial and Commercial Net financial benefit and payment profile including pace Flexibility in the contract	Authority policy adapted to allow referrals/sales activity within CSO; External organisations agree to referral schemes
T1-40	Transformation, Corporate Programmes	Maximise the capacity and capability of the Corporate Programme and Transformation teams to undertake external project sales and delivery activity for third parties	Aspirational	None	Schedule 3 Continuous Improvement	By end of year 3	No	Additional income from external sources	Gainshare arrangements for new income generation	D. Financial and Commercial Net financial benefit and payment profile including pace Flexibility in the contract	Sufficient capacity exists to support additional project activity without compromising the Authority's overarching transformation agenda

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T1-41	Transformation	The Service Provider's partnership with O2 will deliver Barnet "priority moments" for O2 customers in the Borough allowing the provision of proactive information to residents based on their permission to share information on their preferences and requirements	Aspirational	None	Schedule 3 Continuous Improvement	By end of year 3	No	Sustainable behavioural shift. Reputational benefit from innovative approach shifting relationship with citizens. Improved customer and citizen experience as they receive real time information and prompts plus enhanced service options.	Supports the nudge towards self support and behavioural change, increasing channel shift or reducing customer contacts. Supports Barnet as an excellent reference site for future clients	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council B. New relationship with citizens Maximising access and quality of experience C. Service delivery Services joined up with other public, private and third sector organisations	None
T1-42	Procurement, Revenues and Benefits	The success of the eco-system development and SME growth within the Borough will increase the number of local sustainable businesses	Aspirational	None	Schedule 3 Continuous Improvement; Revenues and Benefits and Procurement method statements; £500k investment in eco-system development over the Initial Term	By end of year 3	No	Increase in collectible Business Rates as a result of an increased number of businesses in Barnet; Contributes to a vibrant London Borough; Increased employment opportunities within the Borough.	Gainshare arrangements for additional business rates collections. Reputational benefit as Ecosystem approach is seen to succeed and able to be replicated for other Authorities	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Services joined up with other public, private and third sector organisations D. Financial and Commercial Net financial benefit and payment profile including pace	None
T1-43	Customer Services, Transformation	Implementation of a joint Barnet/Harrow customer services solution to bring operational and financial benefits to both Authorities	Aspirational	None	Schedule 3 Continuous Improvement	By end of year 3	No	Potential for operational and financial benefits	Opportunity to deliver additional services to third parties	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time C. Service delivery Compliant, high quality service delivery Services joined up with other public, private and third sector organisations D. Financial and Commercial Flexibility in the contract	Both Barnet and Harrow engage in the development of the joint solution; Procurement process to be followed for LB Harrow for Customer Services delivery
T1-44	Procurement, Transformation	The Service Provider will improve local employment prospects and business sustainability through a fusion programme for stalled and stagnated business within the Borough	Aspirational	None	Schedule 3 Continuous Improvement; Procurement and Transformation method statements; £500k investment in Eco-system development	By year 4	Yes	Increase in collectible Business Rates as a result of an increased number of businesses in Barnet; Contributes to a vibrant London Borough; Higher percentage of successful businesses in Barnet as business sustainability is addressed	Gainshare arrangements for additional business rates collections	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time	None

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T1-45	Transformation	The Service Provider will enable an enhanced ability to capture data, improve the challenge of the digital divide and enable real time messaging to support behavioural change	Aspirational	None	Transformation method statement; £xx investment in new technology platforms that drive a richer and more intimate relationship with the Citizen through a single customer view and personalisation of interaction and service provision	By end of year 3	No	Supports the movement towards One Public Sector as richer data is captured and able to be shared. Greater insight into more and wider interactions undertaken by the citizen providing richer information upon which to design service options	Supports the nudge towards self support and behavioural change, increasing channel shift or reducing customer contacts . Ability to communicate proactively and at a time when the propensity to undertake a different action is at its highest thereby supporting behavioural change.	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time Effective management, sharing and use of data and insight to deliver a citizen-centric council B. New relationship with citizens Enabling citizens and customers to do things for themselves and nurturing the Big Society Maximising access and quality of experience C. Service delivery Continuous and innovative improvement in service delivery	None
T1-46	Estates	The Service Provider will implement Open Spaces for community delivery units as part of the strategic asset management plan	Aspirational	None	Schedule 3 Continuous Improvement; Estates method statement	By year 5	Yes	Assists community organisations to become suppliers to the authority through effective customer contact and reduced overhead burden. Supports wider community delivery capacity.	Reduced accommodation cost. Increased utilisation of community assets. Wider access to the citizen and key stakeholders in changing the relationship with the citizen.	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time D. Financial and Commercial Flexibility in the contract	The Authority agrees the Community Asset Strategy
T1-47	Managing Agent		Aspirational	None	Schedule 40 Managing Agent; Schedule 3 Continuous Improvement	By the end of the Initial Term	Yes	Additional savings beyond those realised as part of the Procurement savings guarantee	Reputational benefit in the market. Support the Service Provider's development of service options and special projects arising	D. Financial and Commercial Net financial benefit and payment profile including pace	Dependant on due diligence activity on the expenditure baseline, addressable spend by Service and a validation of the assumed savings to be undertaken prior to commencement of Managing Agent service  All Managing agent activities will be implemented on all delivery units within year 1  Assumptions as set out in Schedule 40 apply
T1-48	All Services	The Service Provider will establish at least 25 service lines for external trading to third parties	Aspirational	None	Schedule 3 Continuous Improvement	By year 7	No	Additional income from external sources	Gainshare arrangements for new income generation	D. Financial and Commercial Price performance mechanism	None
T1-49	All Services	The Service Provider will improve on Business Growth and sustainability helping to increase the number of businesses still in business after 3 years of trading, ensuring that the Service Provider is committed and incentivised to make the ecosystem successful in encouraging new but sustainable businesses in the Borough	Aspirational	None	Schedule 4 Super KPI with a % of the Service Providers fee at risk for failure to meet agreed target for projected improvement in business sustainability	From Year 2	Yes	The Authority has a partner who is committed to the Borough's success not just the contracted Services and in turn moresustainable businesses will lead to more jobs and greater opportunities	The Service Provider will have the reputational benefit in the market of showing its sustainability credentials when bidding for other contracts	A. Meeting the Council's strategic objectives Effective partnership working and alignment with Council's strategic objectives and values, now and over time D. Financial and Commercial - Price Performance	The current level of VAT registered businesses surviving beyond 3 years is 50% and will need to be baseline at the end of Year 1 and the Service Provider's target agreed and set. The Ecosystem activities will need to be established and the community trust fund have started market making, market shaping , business mentoring. The measure us reliant on us being able to help shape the suppliers to the demand in the Borough and more widely and needs to reflect what we can influence and from when



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T1-50	All Services	The Service Provider will be subject to a Super KPI in relation to Lead Commissioners Satisfaction with the contracts and services put in place by the Service Provider to meet their strategic outcomes	Aspirational	None	Schedule 4 Super KPI with a % of the Service Providers fee at risk for failure to meet agreed target for Lead Customer Satisfaction.	From Year 3	Yes	The Authority knows that the Service Provider is incentivised at delivering the Commissioners' agendas and outcomes and will be penalised where those aims are not supported	The Service Provider gains further experience of working with commissioners and better understands the emerging needs at an outcome level	A. Meeting the Council's strategic objectives Effective partnership working and alignment with Council's strategic objectives and values, now and over time D. Financial and Commercial - Price Performance	There is no baseline for this and the Service Provider will need to baseline after the Authority commissions the Managing Agent Service and after the Service Provider works with the Commissioners to establish and deliver against their needs.  All Managing Agent activities will be implemented across all delivery units within year 1.
T1-51	Managing Agent / Finance		Aspirational	None	Schedule 40 Managing Agent; Schedule 3 Continuous Improvement	End of Year 1	Yes	Create accuracy in financial forecasting and enabling better cross council planning for service delivery and financial performance	Clear financial management and understanding of delivery unit budgets to support savings guarantee delivery	C Service Delivery Services joined up with other public, private and third sector organisations  D. Financial and Commercial Savings Guarantee	Assumes Managing agent commences from contract signature
T1-52	Managing Agent	The Service Provider will from end of year 1 have defined clear performance indicators \ service levels and have relevant performance management process for in place and agreed for each	Aspirational	None	Schedule 40 Managing Agent; Schedule 3 Continuous Improvement	End of Year 1	Yes	Clear measurement of delivery unit performance against council strategic objectives	Clear identification of areas for improvement and ability to drive transformational change and manage continuous improvements	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time	Assumes Managing agent commences from contract signature
T1-53	Managing Agent	The Service Provider will from end of year 1 have agreed clear roles and responsibilities with each delivery unit and the strategic commissioners to ensure transparency	Aspirational	None	Schedule 40 Managing Agent; Schedule 3 Continuous Improvement	End of Year 1	Yes	Clear roles and responsibilities and remit identified	Clear roles and responsibilities and remit identified	C Service Delivery Services joined up with other public, private and third sector organisations	Assumes Managing agent commences from contract signature
T1-54	Managing Agent	The Service Provider by the end of year 2 will have identified at least 2 cross delivery unit efficiency programmes	Aspirational	None	Schedule 40 Managing Agent; Schedule 3 Continuous Improvement	End of Year 2	Yes	Increased collaboration and contribution to savings delivery via optimised processes and ways of working	Leverage collaborative efficiency savings	A. Meeting the council's strategic objectives Effective partnership working and alignment with council's strategic objectives and values, now and over time  B New relationship with Citizens Enabling citizens and customers to do things for themselves and nurturing the Big Society  C Service Delivery Services joined up with other public, private and third sector organisations  D. Financial and Commercial Savings Guarantee	Assumes Managing agent commences from contract signature
T1-55	Managing Agent	The Service Provider by the end of year 2 and each subsequent year will have agreed a go forward delivery plan with each delivery unit to ensure alignment with the Council's strategic outcomes.	Aspirational	None	Schedule 40 Managing Agent; Schedule 3 Continuous Improvement	End of Year 2	Yes	Delivery plan aligned to strategic outcomes ad driving a culture of continuous improvement and better value to citizens	Delivery plan and performance measures in place giving full transparency and enabling delivery of savings potential. Better management of the delivery units and identifying underperformance and having the ability to flex and deliver fast improvement plans	C Service Delivery Services joined up with other public, private and third sector organisations	Assumes Managing agent commences from contract signature

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T1-56	Corporate Programmes Managing Agent	The Service Provider will, from the Service Transfer Date, proactively identify ways that risks in the delivery of Special Projects can be transferred from the Council to the Service Provider. The Service Provider will work with the Council to develop suitable commercial models to underpin FBC and project proposals that benefit the Council and provide value for money.	Certain	None	Approach to developing Special Projects outlined in Schedule 15; Corporate Programmes method statements; Schedule 12 Partnership Governance;	From the Service Transfer Date	Yes	Risks in the delivery of projects and their ensuing benefits will be transferred to the Service Provider where this offers certainty of deliver and value for money to the Council	Evidence credibility and build trust over the lifetime of the Partnership. Accelerate the approval of projects to achieve savings guarantees.	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council B. New relationship with citizens High and measured customer satisfaction D. Financial and Commercial Net financial benefit and payment profile including pace	None
T1-57	Corporate Programmes	The Service Provider will, from Service Transfer Date, provide access to 8 FTE for less complex projects throughout the term of the partnership using the legacy rate card provided in schedule 4. These 8 FTE will be capable of being deployed on either capital/ schools projects, or Corporate Programmes/ One Barnet projects. The Council will have the right of refusal to staff proposed for any project where it (acting reasonably) deems them unsuitable based on the requirements of the project as compared their experience/ track record of delivery.	Certain	None	Transformation Director; Corporate Programmes method statement; Schedule 12 Partnership Governance;	From the Service Transfer Date	Yes	Guaranteed capacity for less complex projects at legacy rates	Ability to respond rapidly to requests for less complex project resource.	A. Meeting the Council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council Effective HR practices and professional development B. New relationship with citizens High and measured customer satisfaction D. Financial and Commercial Net financial benefit and payment profile including pace	None
T1-58	Estates	The Service provider will deliver services to positively influence and support the Council improving their rating and reports across all maintained schools in the Borough	Aspirational	None	Estates Method statement: 2.3.4 Educational Services (page 79)	Within 24 months of service commencement	Yes for strategic services, no for traded services	Improved performance of school outcomes within Barnet as measured through Ofsted inspections	Reputation within the market. Additional project work coming from our recommendations to improve school facilities to support Ofsted's Raising Standards measurements	Measured from a customer survey of Council officers within Children's services and also a survey of head teachers who opt in to buy our services, base lined by month 6 with an improvement in survey results from month 18	Assumes Capita act as the Authorities Technical Advisor for new school places and that schools opt in to buy our traded services
T1-59	Estates	The Service Provider will enhance the chances of school leavers gaining employment upon leaving school	Aspirational	Economic climate	Estates Method statement: 2.3.4 Educational Services (page 79)	By the end of year two	Yes	Support the Authority to 'Develop a personalised 14-19 year old offer to meet each young persons needs' as detailed in the Councils 2012/2013 Barnet children and young Peoples plan	Reputational benefit. Potential new employee's / apprentices who want to work for Capita when leaving school	Measured through a survey of school leaver's who have directly experienced the service providers input commitments relating to training, mentoring, work experience and other education initiatives we have proposed within our core offer	That pupils proactively engage in completing the activities we have committed to

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T1-60	All Services	The Service Provider will provide the Insight team with access to the wider Capita networks to support their work including policy and legislation horizon scanning, sharing best practise approaches, collaborating to amplify the insight findings from Barnet with reference to the wider client base. The wider Capita networks include: (i) business development activities across Central Government, (ii) contract delivery activities across Central and Local Government, (iii) insight team across our delivery services and (iv) engagement with the 3rd sector.	Certain	None	Enterprise Wide use of NSCSO Insight Method Statement; Schedule 41 Insight; 4.3 FTEs in Insight team.	From the Service Transfer Date	Yes	Customer Insight for retained side services; Improved policy legislation horizon scanning; Supports knowledge sharing to and from complementary agencies and businesses	Increase skills and expertise within the Insight Team by collaborating more widely.	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council B. New relationship with citizens High and measured customer satisfaction C. Service Delivery Services joined up with other public, private and third sector organisations	None
T1-61	All Services	The Service Provider will utilise its relationships, contacts and information gathering skills alongside its insight capability, as described in Schedule 41 and the Enterprise Wide Insight Method Statement, to provide a horizon scanning and early warning capability for Barnet allowing the Partnership to proactively plan for changes and work collaboratively to mitigate their impact.	Certain	None	Schedule 3 Continuous Improvement; Schedule 41 Insight; Transformation Method Statement; Revenues & Benefits Method Statement; Enterprise Wide use of NSCSO Insight Method Statement;	From the Service Transfer Date	Yes	Improved policy legislation horizon scanning; Supports knowledge sharing to and from complementary agencies and business: Forward planning of services cognisant of future agenda from government:	Wider collaboration across the Authority: Enhanced engagement across the public sector: Reputation enhancement within the sector	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council Effective partnership working and alignment with the council's strategic objectives and values, now and over time B. New relationship with citizens C. Service Delivery Services joined up with other public, private and third sector organisations Maximise opportunities from central government for the benefit of the Borough	None
T1-62	All Services	The Service Provider will assist in horizon scanning through its proposals for a Leadership Panel by bringing together industry and service experts from the public, private and third sector to support the Authority's commissioners in identifying trends, issues and best practice along with potential responses and solutions.	Certain	None	Schedule 3 Continuous Improvement Schedule 12 Governance Schedule 41 Insight; Transformation method Statement Corporate Programmes method statement	From the Service Transfer Date	Yes	Customer Insight for retained side services; Improved policy legislation horizon scanning; Supports knowledge sharing to and from complementary agencies and businesses	Increase skills and expertise within the Insight Team by collaborating more widely. Opportunities for future work within the sector	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council Effective partnership working and alignment with the council's strategic objectives and values, now and over time B. New relationship with citizens C. Service Delivery Services joined up with other public, private and third sector organisations Maximise opportunities from central government for the benefit of the Borough	None
T1-63	All Services	The Service Provider will use its relationships to create opportunities to promote the achievements of the Partnership enhancing the profile of the Borough at strategic level across the public sector including, where appropriate, the opportunity for Authority staff to attend meetings with key industry and government stakeholders.	Certain	None	Schedule 3 Continuous Improvement Schedule 41 Insight; Transformation method Statement Estates Method Statement Enterprise Wide use of NSCSO Insight Method Statement;	From the Service Transfer Date	Yes	Enhanced reputation Increased opportunity to influence legislation Increased influence in central government Recognition as an exemplar council	Reputational benefit Successful reference site enhancing chances of securing future work	A. Meeting the council's strategic objectives Effective partnership working and alignment with the council's strategic objectives and values, now and over time B. New relationship with citizens C. Service Delivery Maximise opportunities from central government for the benefit of the Borough	None



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T1-64	All Services	The Service Provider will use its conference business, Capita Conferences, to provide the Authority with the opportunity to enhance its profile and gain access to a forum for sharing information and by working with Capita Conferences create opportunities for Barnet staff to communicate the success of the One Barnet programme and participate in future conferences including shaping the agenda and content of relevant of future conferences.	Certain	None	Schedule 3 Continuous Improvement; Transformation Method Statement; Enterprise Wide use of NSCSO Insight Method Statement;	From one month in advance of the Service Transfer Date	Yes	LBB seen to be innovators and opportunities for consultancy to other council's Enhanced reputation and opportunity to influence within the sector Recognition as an exemplar council Positive reputational management within the Borough	Successful reference site enhancing chances of securing future work Positive profile within local and central government	A. Meeting the council's strategic objectives Effective partnership working and alignment with the council's strategic objectives and values, now and over time B. New relationship with citizens C. Service Delivery Services joined up with other public, private and third sector organisations Maximise opportunities from central government for the benefit of the Borough	None
T1-65	All Services	The Service Provider will be an advocate for Barnet by using its position as a key strategic supplier to the government and participant in the Crown Representatives programme to promote the achievements of Barnet as case studies. The Service Provider will enhance Barnet's profile across central government, including DCLG, by mobilising contact within senior networks, within agreed ethical protocols, and utilising its relationships with senior officials in Government on behalf of Barnet to bring officials to the Borough to see the transformation that the Authority has delivered.	Certain	None	Schedule 3 Continuous Improvement; Transformation Method Statement;	From the Service Transfer Date	Yes	LBB seen to be innovators and opportunities for consultancy to other council's Enhanced reputation and opportunity to influence within the sector Recognition as an exemplar council Seen as a reference site for future delivery models within government Attract funding to the Borough for future projects	Generate future work with other authorities on a project and consultancy basis Successful reference site enhancing chances of securing future work Positive profile within local and central government	A. Meeting the council's strategic objectives Effective partnership working and alignment with the council's strategic objectives and values, now and over time B. New relationship with citizens C. Service Delivery Services joined up with other public, private and third sector organisations Maximise opportunities from central government for the benefit of the Borough	None
T1-66	All Services	The Service Provider will provide direct access to the Authority to the network of senior contacts held within its Executive recruitment agency, Veredus, so that it can be utilised to Barnet's benefit in appropriate instances and within ethical protocols.	Certain	None	Schedule 3 Continuous Improvement; Schedule 41 Insight; Transformation Method Statement;	From the Service Transfer Date	Yes	Enhanced reputation and opportunity to influence within the sector Increased access to key influencers and stakeholders within the Industry and government	Positive profile within local and central government	A. Meeting the council's strategic objectives Effective partnership working and alignment with the council's strategic objectives and values, now and over time B. New relationship with citizens C. Service Delivery Maximise opportunities from central government for the benefit of the Borough	None

Unique ID	Services relates to	Service Provider Commitment	Certain/ Aspirational	Related Risk	Underpinning Detail	Timescale	Included in Core Offer	Benefit to the Authority	Benefit to the Provider	Evaluation Criteria Reference	Related Assumptions/ Dependencies
T1-67	All Services	The Service Provider will use its relationships to create advocates of the success of the One Barnet programme by utilising its corporate and personal networks to support the communication of the Partnership via appropriate case studies. This will form part of a communications and marketing plan which will include influencing activity, direct promotion of the successes and activity of the partnership through media activity and seeking opportunities to speak at key conferences to promote Barnet as an exemplar council and innovator in service provision.	Certain	None	Schedule 3 Continuous Improvement; Transformation Method Statement; Method Statement; Enterprise Wide use of NSCSO Insight Method Statement;	From the Service Transfer Date	Yes	LBB seen to be innovators and opportunities for consultancy to other council's Enhanced reputation and opportunity to influence within the sector Recognition as an exemplar council Seen as a reference site for future delivery models within government Attract funding to the Borough for future projects	Generate future work with other authorities on a project and consultancy basis Successful reference site enhancing chances of securing future work Positive profile within local and central government	A. Meeting the council's strategic objectives Effective partnership working and alignment with the council's strategic objectives and values, now and over time B. New relationship with citizens C. Service Delivery Services joined up with other public, private and third sector organisations Maximise opportunities from central government for the benefit of the Borough	None
T1-68	All Services	The Service Provider, when proposing ideas for Special Projects, will leverage relationships with national government and identify opportunities for funding across the local, national and European remits; including opportunities identified by the Leadership Panel from sectors outside Local Government from both public and private sector through its network of contacts	Certain	None	Schedule 3 Continuous Improvement; Transformation Method Statement;	From the Service Transfer Date	Yes	LBB seen to be innovators and opportunities for consultancy to other council's Recognition as an exemplar council Attract extra funding to the Borough for future projects access additional funding routes available to the Authority	Generate future work with other clients generate additional projects within the NSCSO contract Successful reference site enhancing chances of securing future work Positive profile with client base and beyond	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council Effective partnership working and alignment with the council's strategic objectives and values, now and over time B. New relationship with citizens C. Service Delivery Services joined up with other public, private and third sector organisations Maximise opportunities from central government for the benefit of the Borough	None
T1-69	All Services	The Service Provider will work with the Authority to use the evidential approach provided by the Service Providers insight proposals to enhance the Borough's participation in the development of green and white papers to Government.	Certain	None	Schedule 3 Continuous Improvement; Schedule 41 Insight; Transformation Method Statement; Enterprise Wide use of NSCSO Insight Method Statement;	From the Service Transfer Date	Yes	LBB become more engaged in the policy debate and are able to exercise change on behalf of their citizens Customer Insight for retained side services; Improved policy legislation horizon scanning; Supports knowledge sharing to and from complementary agencies and businesses	Successful reference site enhancing chances of securing future work Positive profile within local and central government Seen as thought leaders within the sector	A. Meeting the council's strategic objectives Effective management, sharing and use of data and insight to deliver a citizen-centric council Effective partnership working and alignment with the council's strategic objectives and values, now and over time B. New relationship with citizens C. Service Delivery Services joined up with other public, private and third sector organisations Maximise opportunities from central government for the benefit of the Borough	None